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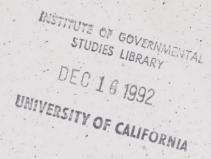
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UNIVERSITY OF CALIFORNIA

그 사람들 동생이 되어도 하지 않는 것으로 하는 것이다. 그런 가장 그래요 하는 사람들이 얼마나 하는 것으로 가지 않는데 얼마나 나를 하는데 얼마나 나를 하는데 얼마나 나를 하는데 얼마나 없다.	
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# Oakland-Sharing the Vision, Inc. THE OAKLAND STRATEGIC PLAN

"Oakland: creating the future together. We, the citizens of Oakland, commit ourselves to creating a city of healthy, well-educated people; safe, vital neighborhoods; a dynamic economy, and a vibrant quilt of cultures where the future will work for all."

Planning and Implementation Council
April 20, 1991

The Visual elements shown in this plan convey a vibrant diversity of cultures in Oakland. Art images originate from carvings, woodblock prints, batiks, pottery and other designs created by Native American, Mexican, African and Asian artists, from both ancient and modern works. All motifs are used courtesy of Dover Books. Photographs of Oaklanders and performing artists are from many sources:

Axis Dance Troupe/Motivity
Dance Brigade
Dimensions Dance Theater
East Bay Asian Local Development Corporation
Ellen Webb Dance Co.
Gamelan Sekar Jaya
Harambee
Intertribal Friendship House
Junior Center for Arts and Science
Nuba Dance Theater
Oakland Department of Aging
Oakland Public Schools
Oakland Youth Chorus
OCIS-OCCUR
Posada de Colores

#### Special Thanks to Oakland Cultural Arts Division

The printing of this document was donated, as was the recycled paper.

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#### **PREFACE**

# hometown to the world

by Dick Spees

Since its earliest days, Oakland has been hometown to the world. First home to the Ohlone, then to the Peraltas, and finally to people of every race and national origin, Oakland has always been a town of cultural diversity. And Oakland has always been an economic center that adapted to the times, transforming itself, in turn, around the ranchos, the farms and orchards, the lumber mills, the railroads, the canneries, the auto plants, the shipyards, the manufacturers, the port, and the service industries.

Oakland is poised for yet another economic transformation. A satellite-view shows that we are the center of the Bay Area's 6.25 million people; who make up the nation's fourth largest market. We are the hub of the Pacific Rim, where East-West transportation, trade and tourism patterns converge. We are at the center of the Bay Area's bioscience industry, where 300 firms generate 40% of the industry's revenues — far more than any other region in the country. We are the headquarters for a dozen governmental, social and educational institutions, and the service industries that support them.

In the tradition of our founders Horace Carpentier, Edson Adams and others who recognized Oakland's strategic advantages, we can today seize our future. The difference is that Carpentier shrewdly built his fortune at the expense of others, while we will build ours for the good of all.

In this document, the people of Oakland have created a new vision to draw us together and a plan to move us forward to a new place where Oakland is stronger, safer and more beautiful than it is today. This is the vision that we articulated:

"Oakland: creating the future together. We, the citizens of Oakland, commit ourselves to creating a city of healthy well-educated people; safe vital neighborhoods; a dynamic economy, and a vibrant quilt of cultures where the future will work for all." This plan is a comprehensive outline of objectives and actions that will enable us to meet our goals. It is a framework to drive the decisions of government, business and community organizations and, most important, the everyday actions of individuals. It is the foundation for imaginative, bold strategies that will make the best of Oakland better, harnessing Oakland's strengths to break through the barriers and achieve our vision.

What makes Oakland different from Cleveland, Portland, Ashland, or Auckland?

Oakland is hometown for transportation and international trade. To seize the opportunity for tremendous growth in new commerce and new jobs, we must dredge the shipping lanes, build an intermodal facility, relocate the Amtrak station, expand the airport, and become a hub for the commuter trains. These strategies will expand manufacturing, distribution, and the thousands of big and small businesses that support these industries and serve their employees.

Oakland is hometown for governmental, social and educational agencies, and we must continue to attract these employment centers which also foster and support hundreds of small service businesses, professional offices and retail stores.

Oakland is hometown for world champion professional and youth sports teams. We should pursue additional major sporting events, to build tourism and to provide role models. We should encourage every child to participate in sports and fitness activities as a natural antidote to the drug culture, and as a means of learning discipline, teamwork, and self-esteem.

Oakland is hometown for health care and biosciences. Both are tremendous job generators, and both depend on a central location and a science-aware population. To seize Oakland's advantage as a center for science-based industries, we must build the new Chabot Observatory and Science Center to revolutionize the teaching and learning of science. Oakland is hometown to environmental industries such as those using recycled materials to manufacture new products — once again due to the strength of our central location and ability to move materials via our transportation systems.

Together, these industries will provide thousands of entry level to managerial jobs, our share of the East Bay's projected 1.3 million additional jobs in the next decade. But it doesn't matter how many jobs we create if our people are unemployable. If our workers lack acceptable skills, business will import workers from other places, or export the jobs. We must have no less than a transformation of the human resource base: Head Start or preschool for every child; a high-performance educational system; relevant, coordinated job training and placement.

Oakland is hometown to a stunning array of the world's peoples and cultures. Ever since the 1860 Census — the first after incorporation as a city — Oakland's cultural diversity has been noted. It gives Oakland a quilt of distinct neighborhoods and a smorgasbord of art, food, lifestyles, housing, family patterns, and employment.

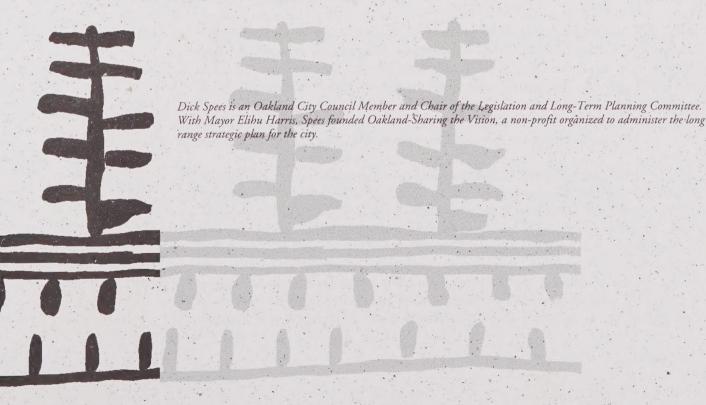
Today there is no majority in Oakland and most neighborhoods enjoy a mix of integrated cultures. The strength of the neighborhoods, their churches and community organizations has given Oakland's people the strength of their own cultural identity as well as an appreciation of others'. We understand our interdependence.

Let us delight in the expressions of our diversity, never failing to understand and appreciate the differences in our artistic and historic perspectives. Let us build a companion to The Oakland Museum of California, a Smithsonian of the West, as a celebration and living repository of the West's cultural richness.

Let us seize the strength of our neighborhoods and our diversity by creating community centers at existing schools and recreation sites to house community health clinics, literacy training centers, job training referrals, before and after-school programs, and life enrichment programs. Let us reinforce the strong values of Oakland's decent and peaceful people. With community policing, neighbors in block after block can stand together against the drug culture. Let us build the strength of our neighborhoods with zoning and incentives that support housing development, rehabilitation and thriving commercial districts.

We have the imagination, focus, commitment and resources to reach our dream. Government has a part, the business community has a part, but the most important responsibility belongs to each individual. Choose a place to help and resolve to make a difference. Write this in your heart and mind and everyday actions: This is my hometown. I will participate in its future and care for it in the way I care for my home. What I do will make it stronger, safer and more beautiful.

Together we will seize the future and arrive at a peaceful, prosperous, and proud Oakland in 2015 — as the hometown to the world.





#### **PROLOGUE**

## "i like this town!"

by Ishmael Reed

My late stepfather, Bennie S. Reed, was a steady, taciturn man. He taught Sunday school for thirty-eight years. Worked at an auto plant for thirty. Was married to the same woman for forty-nine years. Was a plain, hard-working citizen and patriot. When he visited Northern California in 1983, I was interested in his impressions. We drove through San Francisco. He didn't say anything. We drove through Sausalito. He didn't say anything. And then, we drove down Broadway toward Fourteenth Street in Oakland where, in the late afternoon, one sees Oakland's world community, shopping, waiting for the bus, or relaxing on the benches near City Center. This man of few words said, "Now, I like this town."

I think that I know what he meant. Unlike some of the more pretentious urban zones and aloof bedroom communities located in the East Bay, Oakland doesn't put on airs. What you see is what you get. Oakland's like the man who arrives at the posh supper party. He's the only one who's without the tuxedo. Oakland's like Jack London's prose. Unpolished, coarse, but powerful. Oakland's like the two poor kids, one white and one black, I saw running down San Pablo near the red-light district near downtown. They weren't wearing any socks. There were no shoestrings for their dirty sneakers.

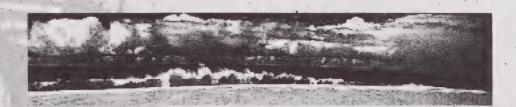
But Oakland has its elegance, those Victorians that dot the city, the art deco Paramount Theatre, the Oakland Museum, the Cameron-Stanford House. Its wedding-cake styled City Hall. The Broadway Building. City Center, The Tribune Tower. The grand Preservation Park, called by *Time* magazine, "The Capitol of Multi-Cultural America." The Fox Theatre where the great Japanese-American writer Toshio Mori saw movies. Oakland is Michael Morgan conducting the Oakland Symphony (they're playing Debussy). Story-tellers, musicians, painters, dancers. Halifu Osumare performing before a visiting head of state, President Aristide. Dimensions Dance. Evelyn Thomas. Ruth Beckford lives here. The Roberts/Blank Children's Troupe performing

music by Meredith Monk, written especially for them, at Jose Maria Franço's Bay Area Dance Series, a multi-ethnic feast.

We have a blues sound that nobody in the world can duplicate. A blues sound that won't quit. Yearning, haunting. Distant. Mesmerizing. Try Willie B. Huff's "Beggar Man Blues." Try K.C. Douglas, Sidney Maiden, Juke Boy Bonner. Mercy Dee Walton, L.C. "Good Rockin" Robinson, Johnny Fuller, Jimmy McCracklin, Jimmy Wilson. Where else can you get Etta James singing in the park, or Johnny Otis's band performing downtown, in the street? Great jazz musicians like David Murray and Pharaoh Saunders are from Oakland. Too Short is from Oakland.

We have the best gumbo north of New Orleans and west of Knoxville. We have the best ribs outside of Houston. Cantonese and Mandarin cuisine in Chinatown. We have the Gingerbread House. We have good bookstores like Walden Pond and Holmes. Marcus Book Store, internationally known for its great collection of books by black authors. We have De Lauer's newsstand where information freaks like me can get a fix. Artist lofts. Pro-Arts. The Oakland Ensemble Theatre. The Alice Arts Center. We have the East Bay Blues Society, the farmers' market, the Ebony Museum. Every Christmas the Oakland Ballet performs the Nutcracket Suite. Oakland can be as energetic and as loud and ebullient as Rap, but Oakland also has the quiet of the Chinese American senior citizen I see in the afternoon at Lakeside Park, practicing his Tai Chi. Oakland has produced fine writers. Frank Chin and Shawn Wong grew up in Oakland. Maxine Hong Kingston, Floyd Salas and Jack Foley live here. So does Jessica Mitford, Reginald Lockett, Leslie Scalapino. Others who've passed through Oakland are Maya Angelou, Anne Rice, Bob Callahan and our greatest Civil War writer, Ambrose Bierce. Jack London, Ina Coolbrith, George Sterling. The Mother of Black Studies, the late Sarah Fabio. We want a park named for her.

Oakland has taken some heavy hits from its critics - what other city's credit rating could survive the regular Oakland bashing by Jane Gross on the front page of the *New York Times*? What other city newspaper would be subject to such uninformed gossip, on the pages of the *Wall Street Journal*. Oakland is like the *Oakland Tribune*. They've been predicting its demise for almost a decade. Just as outsiders dump their trash in Oakland, members of the media, outsiders mostly, dump all of their grievances about American cities on Oakland. I remember the day that a study was published which listed all of the problems that afflicted American youth from obesity to alcohol addiction. How did CNN and NPR respond? They did an instantly sensational story about vio-



lence in Oakland. Violence, as Rap Brown once said, "is as American as Apple Pie," and is not confined to one community, nor is it the province of one race of people. Moreover, during the aftermath of the acquittal of the four policeman who bragged about hitting home runs on Rodney King's head, Oakland was cool. This story didn't make the front page of the *New York Times*. Oakland is a city of movers and doers.

It's rate for even one catastrophe to hit a city within a generation or a lifetime. Oakland suffered a major earthquake and a horrendous fire on the anniversary of the earthquake. The Gods seem to be constantly testing Oakland, but Oakland, like Job, passes each test. Maybe it's because Oakland's churches keep the faith. Their services are so mighty that they will blow the roof off of your soul.

Admit it. We have the fastest talking Mayor in the United States and of all of the

Mayors, the best dancer.

Regardless of how often it gets bad-mouthed, and ridiculed, Oakland is like the cat in "Pet Cemetery." If Chicago is the "City of Big Shoulders," and Philadelphia "The City of Brotherly Love," Oakland is "The City That Refuses to Die,"

I've been an Oakland booster and an Oakland bad-mouther. I get annoyed by what sometimes appears to be the insensitivity of those downtown officials to the problems of the neighborhoods. My neighbors and I feel betrayed sometimes, because we do our best to maintain a safe and quiet 'hood only to have some outsider absentee landlord rent a dwelling to a crack operation (maybe if the newspapers printed the pictures of these landlords as often as they do the street peddlers of dope, they'd stop. Maybe if the local bankers who launder drug money were exposed as often as women with crack babies, they would also stop).

But then Oakland seduces me, and I'm no longer upset. It provides me with two Haitian restaurants, a Thai restaurant, and an Ethiopian restaurant within five minutes of my house. Or I'll be walking across the bridge near the old courthouse and experience that exotic delicious gust that wafts up from Lake Merritt on some April afternoons. I've only experienced that gust on the beach at the Gulf of Mexico. But then I snap out of it because I know that problems remain. Unemployment, inadequate health care, poor schools, environmental hazards, inter-ethnic tensions and a crack epidemic that blights the quality of Oakland life, just as it does that of rural and suburban America.

And now, in that Oakland spirit of a city that keeps coming back, over a thousand citizens, under the umbrella of Oakland-Sharing the Vision, Inc.; have created task forces, devoted to improving the lives of all of us who live in Oakland. They have decided that they can't wait until the government ends what amounts to an economic embargo against American cities, the centers of civilization and tradition. While others have given up on the cities, these citizens have set ambitious goals for themselves and the rest of us. For their selfless devotion to Oakland's cause, Oakland-Sharing the Vision, Inc., deserves our enthusiastic support.

Ishmael Reed is a Senior Lecturer in the English Department at the University of California at Berkeley. He is an essayist, poet, playwright, editor, and publisher. He is the author of eight novels, among them: Mumbo Jumbo and The Terrible Twos. His latest book, Japanese By Spring, will be published by Atheneum in 1993.

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# "As we move into the 21st Century it is absolutely essential that we have a

sense of common direction, vision and commitment to our collective future."

# **A Vision**

for the Future

Elihu M. Harris Mayor

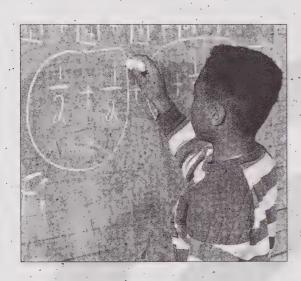
#### RESPONDING TO A CHALLENGE

Once a parcel of ranch land stretching from San Francisco Bay to oak-dotted hill-sides, Oakland is now a premier West Coast transportation, distribution and communications center, and a hometown to the world's cultures and lifestyles. As we move toward the 21st Century, managing Oakland becomes more complex and challenging. Vast changes in society, the economy and the environment present new opportunities, demands and, in some cases, threats for all cities and the people living in them. To respond successfully, communities need broad consensus on their future direction, enlightened leaders, and focused resources.

Hardhit in recent years by two natural disasters and a stubborn recession, Oakland's citizens nonetheless see fresh opportunities. In 1991, the City of Oakland commissioned a strategic plan to bring together a working partnership of Oakland's community and resources to create and implement a shared vision of our future.

Thousands of citizens participated in the year-long planning process. They cognized the need to manage our future by taking advantage of favorable trends and factors. Our position as a Pacific Rim transportation center, our central location in a major consumer market, our warm and mild climate, and our rich cultural heritage are unique assets. The Strategic Plan participants emphasized these factors as the building blocks of social and economic opportunity.

In addition, the citizens recognized that Oakland's quality of life affects the health and well-being of its residents, and is a factor when businesses make location decisions. Quality of life is the sum of a variety of factors, including the conditions of our schools, our neighborhoods, our leisure activities, and our sense of security. The citizens addressed these quality of life issues and recommended strategies and policies to improve Oakland's livability.



The strategic plan presented here represents the collective wisdom, faith and commitment of Oakland's people to a city of prosperity and livability in the decades to come.

#### **DEVELOPING THE PLAN**

On April 20, 1991, 500 residents met and formed the Planning and Implementation Council. In a spirit of goodwill, hope, and anticipation, the citizens articulated a vision of the city for the year 2015:

"Oakland: creating the future together. We, the citizens of Oakland, commit ourselves to creating a city of healthy, well-educated people; safe, vital neighborhoods; a dynamic economy, and a vibrant quilt of cultures where the future will work for all."

The participants chose five broad strategic issues affecting Oakland, and formed task forces to develop five-year goals, one-year objectives and strategies to achieve the Planning and Implementation Council's vision of Oakland's future. These task forces are:

- Expanded Economic Base
- Neighborhood Revitalization
- · Education and Lifelong Learning
- . Safe, Healthy, Drug-Free City
- Building Coalitions



A sixth task force, Cultural Development, was subsequently included in the process when the City's Cultural Affairs Commission initiated an update of the 1988 5-Year Cultural Plan.

The task forces began work in June 1991. Each task force met monthly for the next year. Professionals facilitated all meetings. Throughout the process, each task force continually reached out to ensure their work reflected Oakland's ethnic, ideological, geographic, and economic diversity. The Plan evolved through a five-phase process.

#### I External and Internal Analysis june - july 1991

The task forces examined present conditions and trends in Oakland, the region, and beyond, and identified strategic challenges and opportunities facing the city in their respective areas.

#### II Developing Vision Statements july 1991

Each task force created a vision statement for the year 2015. These statements reflected aspirations for Oakland in the task forces' issue areas.

#### III Developing Five-year Goals september 1991

The task forces developed five-year goals focusing on the actions required to achieve their visions.

#### IV Developing One-year Objectives october-november 1991

The one-year objectives detail measurable steps toward achieving a specific five-year goal.

#### V Developing Strategic Actions december 1991-april 1992

Actions are specific programs and initiatives designed to implement the one-year objectives.

Periodically during the year-long planning process, the broader Oakland community was invited to review the task forces' work. On November 2, 1991, the Planning and Implementation Council reviewed and prioritized the task forces' vision statements and five-year goals. On May 16, 1992, the Planning and Implementation Council received the draft Plan for comment and reaction. The completed Plan was published in September 1992.

Eighteen critical objectives were reviewed at the May 16th event. These objectives, nicknamed "home runs," are crucial to the city and achievable within one year. Throughout the body of the Plan, "home runs" are located next to the goals and objectives to which they relate.

#### **SUMMARY OF THE PLAN**

#### **EXPANDED ECONOMIC BASE**

With a thriving Port, an international airport, state-of-the-art transit facilities, and an emerging telecommunications infrastructure, the Expanded Economic Base Task Force summons Oakland to build upon its position as a major transportation hub. The task force calls for dredging the Port, expanding the airport, replacing the Cypress Freeway, and enhancing the city's telecommunications capabilities. The Plan also defines a city-wide business development, expansion and retention program to maintain its economic and employment base. Other goals include revitalizing the downtown area and improving the image of the city through a comprehensive marketing strategy.

#### NEIGHBORHOOD REVITALIZATION

The Neighborhood Revitalization Task Force focused on the need to develop a new General Plan. A city's General Plan is a policy framework that guides physical development, and is a valuable tool for implementing many of the goals in the Strategic Plan. Other task force goals include developing affordable quality housing, maintaining and improving efficient transit systems, promoting the importance of a clean environment, increasing recycling efforts, and preserving open space and historical resources,

#### **EDUCATION AND LIFELONG LEARNING**

Economic health and revitalized neighborhoods are not possible without adequate education and lifelong learning. The Education and Lifelong Learning Task Force developed six goals addressing crucial needs in the area of education. The task force recommended a realignment of resources for schools and lifelong learning programs, and new efforts to coordinate job training programs for youth and adults. Additionally, the task force called upon schools, other organizations, and volunteers to assist efforts to eradicate illiteracy, promote respect for cultural diversity, and enhance life enrichment opportunities and participation in civic affairs.

#### SAFE, HEALTHY, DRUG-FREE CITY

The Safe, Healthy, Drug-Free City Task Force addressed health and safety issues critical to the well-being of our entire community. The task force calls for increasing the capacity of primary health care, promoting health and substance abuse education, and delivering such services in the schools and at the community level. Goals and objectives address strategies for reducing crime through community policing and conflict resolution. Decreasing environmental hazards is another key goal of the task force.

#### **BUILDING COALITIONS**

Effective partnerships are essential for implementing the Plan. The Building Coalitions Task Force concentrated on the technical assistance, resources, and institutional supports necessary to facilitate coalition efforts. One goal calls for establishing a Human Relations Organization (HRO) to prevent disputes and control conflict through partnerships. The HRO can promote citizen participation in all aspects of urban life, using consensus as a tool for decision-making. The task force also developed objectives to resolve conflicts, advocate and promote coalition building, promote appreciation for cultural diversity, and facilitate broad acceptance of the Strategic Plan.

#### **CULTURAL DEVELOPMENT**

Over 400 persons participated in the creation of Oakland's "Strategic Plan for Cultural Development" in 1987. Since the plan was adopted, Oakland has witnessed considerable growth of art created and presented as a result of increased available resources. The city has also experienced greater awareness of and participation in the arts by citizens and visitors. An effort is currently underway to update the plan, an effort which was brought into the O-SV process early in 1992. A new mission has been developed to preserve, stabilize and expand Oakland's unique cultural environment, and promote the city as an international cultural center. As new goals and objectives are developed, they will be incorporated into the Strategic Plan.

#### **IMPLEMENTING THE PLAN**

Strategic planning begins with a vision, but only succeeds through action. Implementing the Strategic Plan requires the collaborative efforts of Oakland's citizens, business community, non-profit organizations, and local government.

A non-profit organization, Oakland-Sharing the Vision, Inc. (O-SV), manages the planning and implementation of the Oakland Strategic Plan. Its 64-member. Coordinating Committee oversees the process, provides continuity and coordination among the task forces, raises funds, and conducts public outreach. The five-member O-SV Board of Directors consists of Mayor Elihu M. Harris, City Councilmember Dick Spees, Rear Admiral (Ret.) Robert L. Toney, Annalee Allen, and Lynette Lee.

O-SV's charge is to build support from all segments of the community to successfully implement the Plan. Many of the actions identified in the Plan are in progress. In some cases, the task forces wanted to state their support for on-going efforts. In other cases, public agencies redirected their work early in the planning process in response to the evolving Plan. Even so, full implementation of these actions requires further commitment of resources.

Through its Board, Coordinating Committee, task forces, and community volunteers, O-SV will lead the implementation of the Strategic Plan.

As a monitor, O-SV will closely track the progress of the Plan, encouraging, refocusing, and applying appropriate pressure to those charged with implementation. With their cooperation, O-SV will obtain quarterly status reports on actions toward completing the Plan. In addition, O-SV will recognize the implementing individuals and organizations for their accomplishments through a Vision to Action awards program.

As a promoter, O-SV will use a full range of communications tools to ensure that Oakland citizens know about the Plan and its progress.

As a broker, O-SV will develop and support coalitions of citizens and organizations engaged in implementation. O-SV will identify and leverage funding and in-kind resources to meet the Plan's objectives.

As a leader, O-SV will offer vision, public policy initiatives and strategies for Oakland's present and future challenges. O-SV will initiate and support leadership development and coalition building programs. O-SV will regularly reconvene the task forces and the Planning and Implementation Council to create new objectives and action plans that continue progress toward achieving the five-year goals. O-SV will continue to ensure that Oakland citizens have opportunities to participate in the Plan's deliberations and work on the Plan's objectives.

#### IMPLEMENTATION PARTNERS

The following participants help ensure the broadest possible involvement in the implementation process:

#### **Private Citizens**

Community involvement is a key factor in the implementation process. During the May 16, 1992 Planning and Implementation Council meeting, 500 of the 850 citizens present committed to personal involvement. They volunteered to serve on committees, raise funds, help with community outreach, participate in neighborhood activities or projects identified in the Plan, and advocate appropriate legislation or administrative action. O-SV will continue to recruit and place community volunteers. Interested citizens may call O-SV at 510/238-6707.

#### Local Business

Business organizations are an integral part of the success of the Plan. Chambers of Commerce, business and merchants associations, organizations, and agencies providing support to businesses have the ability and the commitment to implement many of the Plan's objectives. These objectives range from establishing a citywide business retention program to coordinating efforts for youth employment and training. O-SV will continue to seek business sponsors and advocates to facilitate the implementation of specific recommendations.

#### Non-Profit Organizations and Foundations

Certain recommendations contained in the Plan can be implemented by non-profit and other community organizations. Representatives from these organizations are regular participants in the planning process. O-SV will ensure that community organizations continue to participate in implementation. Some recommendations in the Plan may qualify for private foundation funding. O-SV will initiate efforts to match qualifying implementation strategies with appropriate foundation resources.

#### Oakland City Government

The City of Oakland actively supports implementation of the Plan. Through the reporting relationship between O-SV and the Legislation and Long-Term Planning Committee, the City Council monitors City participation in the process, and oversees the implementation of recommendations requiring City responsibility. As necessary, the committee can propose state, federal or local legislation, regulations and/or grants to assist the implementation process. The City Council's Finance Committee has oversight in the development of the Five-Year Financial Plan and the annual budget, and will ensure funding for the City's share of the Strategic Plan.

#### Other Government Agencies and Institutions

The Oakland Intergovernmental Council (OIGC), consisting of public agency representatives, facilitates critical dialogue and collaboration to develop consistent policies and a common legislative agenda for all public entities serving Oakland. O-SV addresses those recommendations which are regional in scope or require inter-jurisdictional coordination. Through OIGC, O-SV works with elected officials and staff of Alameda County, Oakland Unified School District, AC Transit, BART, and other agencies to implement specific portions of the Plan.

# MONITORING AND UPDATING THE PLAN

During implementation, O-SV will monitor Oakland's progress in meeting the Plan's goals and objectives. O-SV will publish a newsletter and hold press briefings to provide progress reports. In the first year of implementation, the task forces will develop second-and third-year objectives and actions to meet the five-year goals, and the Planning and Implementation Council will meet to consider and affirm the new strategies. O-SV also will design the process for regular, periodic updates through 2015, ensuring ongoing follow-through, monitoring, and evaluation:



# THE PLAN

"If we plan today for the future, we will tend to
have a future that we want.

If we don't, it will be planned
by someone else. Because,
it will be decided. The future's coming. We can't stop it."

Richard Knutson
Task Force Member

#### TASK FORCE VISION

"In 2015, Oakland will be a thriving economic center composed of diverse and profitable businesses, enhanced by fiscally responsible and innovative government, and supported by a skilled and educated multicultural workforce."

#### TASK FORCE MISSION

"The Expanded Economic Base Task Force will develop strategies to expand the city's economic base, focusing on Oakland businesses and cultural/recreational activities, full employment, job training, marketing, transportation, and environmental responsibility."

# EXPANDING the ECONOMIC BASE



" Rather than focus on one issue, on one street, focus on the same issues that affect all the streets."

Jose Arredondo

Task Force Co-chair



#### INTRODUCTION

The health and growth of a city is integrally linked to its economic development. Cities with a robust mix of industries and support services withstand economic slumps better than cities dependent on one core business.

Manufacturing is an integral part of Oakland's economic history. In recent years, the relative costs of space, employee benefits and wages forced many industries to relocate. Their departure, compounded with the recent recession, contributes to the unwarranted impression that Oakland is dying economically.

While the industrial base of Oakland's economic structure has shifted, the service sector has grown. The city is headquarters for a dozen major companies and public sector agencies, with two government buildings expected to add more service jobs to the downtown region.

The Expanded Economic Base Task Force focused on major areas of concern to Oakland residents, taking a two-pronged approach to economic development by capitalizing on the city's strengths and targeting its weaknesses. The task force developed objectives to maximize Oakland's position as a major transportation center, revitalize the downtown area, develop a citywide business development and retention program, evaluate and improve Oakland's job training programs and facilities, and implement a comprehensive marketing program for the city.

The goal and objectives related to job training efforts, an essential component of an overall economic development strategy, were integrated and developed in full by the Education and Lifelong Learning Task Force.

#### Goal 1

Maximize Oakland's position

as the premier transportation,

distribution, and communications

hub of the West Coast.

#### **OVERVIEW**

#### A TRANSPORTATION HUB

Oakland is the natural hub of the Bay Area's transportation system. One of three major transshipment points on the West Coast for rail, air and water freight, Oakland is also becoming a transit point for national and international passenger traffic. Public transit systems, including Bay Area Rapid Transit (BART), and Alameda Contra Costa Transit (AC Transit), serve the city, which also has excellent freeway access. The Port of Oakland, encompassing the Metropolitan Oakland International Airport, is the city's largest employer.

#### THE PORT OF OAKLAND

Since 1927, the Port has operated independently of city government. The Board of Port Commissioners, seven Oakland residents nominated by the Mayor and confirmed by the City Council, governs the Port. The Port's jurisdiction is approximately 20,000 acres of land stretching 19 miles along the waterfront between Emeryville and San Leandro. The airport, harbor and commercial/industrial zones are the Port's major operational areas. The Port currently handles 95% of the region's container traffic. Since the 1960's, when the Port became the dominant container shipping terminal on the West Coast, it has been the main engine of Oakland's economy. The Port

also participates in developing industry and trade, through the use of its land and properties.

#### DREDGING THE PORT

The maritime industry is using larger ships, and carriers may reduce or drop service to the Bay Area without adequate channels. Without routine channel maintenance and deeper dredging, a large proportion of the Port's current economic benefits may be lost, affecting all sectors of the economy dependent on deep-water access.

In 1986, Congress funded the Oakland Harbor Deepening Project and directed the U.S. Army Corps of Engineers to dredge the Inner and Outer Harbor federal channels from 35 to 42 feet. The Corps expects to perform interim deepening of the Inner Harbor Channel to 38 feet by the end of 1992 and complete the deepening project by mid-1995. The dredging project was stalled due to concerns over preserving key wetland habitat areas and the disposal of dredged materials. The task force determined that City, Port, business, and environmental interests must work together to overcome the political hurdles that impede the project's implementation. All parties must work toward maintaining the economic viability of the Port while respecting and protecting the environment.

#### AIRPORT EXPANSION

The airport currently experiences deficiencies in specific passenger and operator services on a regular basis. The capabilities of the airport's access roads, parking lots, and loading and drop-off areas are taxed at peak travel times.



In updating the Master Plan for the airport, the Port of Oakland developed a 10-year development program to plan, fund and construct specific projects at the airport by the year 2002. Land near and around the airport not under Port control but in the City's jurisdiction can be developed to serve the needs of business travelers and tourists: Working together, the City and the Port can develop a plan for business attraction and development in this area, where the potential for gains in revenues and employment is great.

#### **CARGO TRANSFER FACILITIES**

One of Oakland's greatest strengths as a maritime port is the proximity of rail facilities to the marine terminals. This allows rapid, efficient movement of containers between ships and trains. To capitalize on this advantage, the Port is developing a joint-use container railyard that allows all shipping lines access to railroads serving the Port at a common industrial street system connecting the rail and marine terminals. Provision must be made for supporting facilities, such as warehousing and freight transfer stations, on available property adjacent to the Port.

#### REPLACING THE CYPRESS FREEWAY

The collapse of the Cypress section of the I-880 freeway in West Oakland during the October 17, 1989 earthquake caused economic loss as well as devastating human loss.

The \$700 million Cypress Freeway replacement project can help Oakland recoup some of the economic losses caused by the freeway collapse. The State/Local Coalition for the Replacement of the Cypress Freeway was formed to maximize employment and other economic opportunities for Oakland. State and local officials and community leaders are developing strategies to include Oakland businesses and workers in the construction efforts.

#### INTERMODAL TRANSIT STATION

Transit systems which do not coordinate operations compound residents' and employees' dependence on automobiles. However, due to its location, Oakland can become the hub for a major intermodal transit station, allowing passengers to walk from a BART station to a train station, bus station, or ferry terminal.

#### **TELECOMMUNICATIONS**

Effective, state-of-the-art communications facilities and services are essential to Oakland's position as a major transportation, shipping, and distribution center. Without them, the airport and Port facilities and other transit systems cannot achieve their fullest potential.

A strong telecommunications infrastructure can help the City attract and retain businesses. Satellite teleconferencing and electronic education systems have become important to developing competitive business services. Companies now realize the benefits of "telecommuting," and some assist their employees by establishing "satellite office centers." Centralized facilities can help small businesses and individuals access telecommunications and office equipment. A major telecommunications center in Oakland can serve the entire East Bay community.

The following strategies are designed to promote responsible growth and improve Oakland's economic viability, while capitalizing on its transportation strengths.

#### **OBJECTIVE 1**

The Mayor and Port Commission, in collaboration with the Bay Dredging Action Coalition, shall exert pressure on the Army Corps of Engineers to begin dredging the estuary to accommodate new deep-draft ships by September 1992.

#### **ACTIONS:**

By August 1992, the Port of Oakland shall locate and seek approval from local jurisdictions for the disposal of dredged material in appropriate upland areas.

#### **OBJECTIVE 2**

The Port of Oakland shall complete comprehensive expansion plans for airport facilities and related economic activity on Port land by June 1993.

#### **ACTIONS:**

By August 1992, the Port of Oakland shall complete its Master Plan.

By June 1993, the Office of Economic Development and Employment, the City Office of Planning and Building, the Coliseum Commerce Advisory Committee, and the Port of Oakland shall develop a land use, business attraction, and development plan for the airport and surrounding vicinity.

#### **OBJECTIVE 3**

By June 1993; the Port shall complete a plan for improved rail access and rail-to-ship container transfer facilities.

#### **ACTIONS:**

By June 1993, the Port of Oakland, the Office of Public Works, and Caltrans shall complete a 10year-plan to improve and develop connecting roadways and transportation infrastructure between marine terminals, railways and freeways.

By June 1993, the Port of Oakland, the City Office of Planning and Building, and the Office of Economic Development and Employment shall identify long-term land use requirements in the Port and the vicinity with respect to improving trucking routes, access to rails and marine terminals, cargo transfer facilities, and other support facilities.

#### **OBJECTIVE 4**

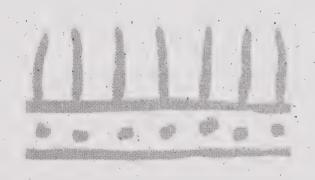
The City shall work with Caltrans and the State/Local Coalition for Replacement of the Cypress Freeway to facilitate completion of the replacement freeway by 1996, and to mitigate the economic and environmental impacts resulting from construction activities.

#### **ACTIONS:**

By the end of the 1992 state legislative session, the Office of the Mayor and the Office of Economic Development and Employment, in collaboration with the State/Local Coalition for Replacement of the Cypress Freeway, shall secure passage of state legislation which mandates toxic cleanup costs as an expense borne by the project.

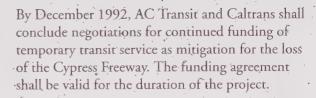
By September 1992, the Cypress Replacement Affirmative Action Committee shall promote the employment of local workers and businesses, and establishment of contracts with minority- and women- owned businesses in the freeway construction and related services.

By September 1992, the Office of Economic Development and Employment, in collaboration with the State/Local Coalition for Replacement of the Cypress Freeway, shall propose a comprehensive business relocation and retention plan for businesses displaced as a result of freeway construction activities. The Plan shall define all relocation benefits and reimbursements for those businesses relocating within Oakland.



**HOME RUN:** feet; expand the **International Airport** runway; commence construction of the Cypress replacement freeway; and secure funding for the BART to airport connector.

Dredge the Port to 38



By June 1993, the Office of Public Works, the Office of Economic Development and Employment, and the Office of Community Development shall work with Caltrans to ensure completion of property acquisition and final. design plans for the replacement freeway.

#### **OBJECTIVE 5**

The Office of the Mayor and Oakland Intergovernmental Council shall work to improve Oakland's major transportation systems, including -airports; buses, rail, trucking, and light rail.

#### **ACTIONS:**

By November 1992, the Mayor and City Council shall create and appoint a Transportation Advisory Commission (or other public forum) to coordinate and advise on policy and funding issues related to public transit and transportation infrastructure. For additional information, see Chapter 4. Goal 5.

By January 1993, the Transportation Advisory Commission (or other public forum), the Port of Oakland, the Metropolitan Transportation Commission (MTC), and the Oakland Chamber of Commerce Transportation Committee shall work together with BART to secure financing for completion of a study by January 1994 for the extension of BART to the airport via a connector.

By June 1993, transit agencies, the Transportation Advisory Commission (or other public forum), the Port of Oakland; and the Oakland Chamber of Commerce Transportation Committee shall examine means to improve transit connections to the airport and other Port employment centers, including public transit and private shuttles.



By July 1993, the Transportation Advisory Commission (or other public forum), the Port of Oakland, the Office of Public Works, Caltrans, BART, and other appropriate transit agencies shall work together to assess the feasibility of a regional intermodal transit station in Oakland, providing efficient and convenient transit transfers for passengers and parcel express.

#### **OBJECTIVE 6**

The Mayor and City Manager shall establish a Telecommunications Task Force to draft an action plan for improving existing communications infrastructure services, thus strengthening Oakland's regional position as a magnet telecommunications center.

#### **ACTIONS:**

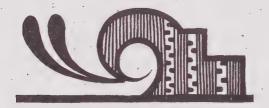
By May 1993, the Office of Economic Development and Employment, in collaboration with East Bay telecommunications services, shall sponsor a conference on the strategic implications of developing Oakland as a regional communications center.

By August 1993, the Office of Economic Development and Employment, in collaboration with telecommunications providers, shall draft an action plan based on feedback reached at the previously described conference. The action plan may include but is not limited to the following:

Video conferencing facilities for business and educational purposes.

Satellite office facilities for telecommuters.

Transit tracking systems.



#### Goal 2

#### Revitalize Downtown Oakland.

#### **OVERVIEW**

Substantial development occurred in downtown Oakland over the past decade; and more projects are in the planning stages. Some of the projects are financed entirely by private money. Others involve substantial Redevelopment Agency subsidies. These downtown projects help improve Oakland's economic vitality in the regional economy.

Planning for downtown and the Broadway Corridor presents difficult choices. Public sector resources are limited, and many options for revitalizing the downtown area rely on public sector participation. Success depends on consistency in public sector land use and project planning, in concert with using public financial resources efficiently.

Regulatory actions can provide short-term help, and encourage and influence the private sector. Repairing earthquake-damaged buildings will improve downtown's attractiveness. Retailing and other services should be encouraged to expand in directions that enhance the vitality of downtown and reinforce existing office districts. Civic leadership is essential to successfully implement these strategies.

## A COMPREHENSIVE REVITALIZATION STRATEGY

A Comprehensive Site Revitalization Program, as an overall strategy, will enable the City to coordinate the individual development efforts of various sites to achieve a cohesive vision for downtown. This requires committing to a series of complementary shorter-term actions designed to achieve longer-term objectives.

## OFFICE, RETAIL, AND RESIDENTIAL DEVELOPMENT

The office sector continues to be the largest employer and strongest commercial development sector in downtown Oakland. Office growth provides additional support for retail, dining and drinking, entertainment and cultural activities. Downtown Oakland has numerous advantages for cost-conscious office tenants including its central location in the region, good access to transportation, and competitively-priced space, (especially "B" rated office space located in older and landmark buildings). A master plan that updates land use policies and regulations, and coordinates public sector decisions can influence the location of future downtown office activities.

Active retailing contributes positively to an area's image. Shoppers provide retail sales dollars and tax revenues that otherwise go to shopping areas in outlying communities. Oakland has a wide variety of retailing businesses. These range from I. Magnin, housed in a sophisticated art deco building, to smaller family owned operations. Currently, many vacant storefronts and undeveloped areas exist along Broadway. The extent to which local retailing growth results in occupancy of vacant storefronts' depends on the location of future office and residential developments.

Residential development downtown provides significant benefits by creating increased activity, vitality, and pedestrian presence on downtown streets, and a sense of security in the evenings and on weekends. Downtown housing generates greater demand for retailing, dining, entertainment, commercial recreation, and cultural activities.

#### HOME RUN:

Develop and adopt an implementable Downtown Plan; select the site and developer/contractor for City Hall II; secure commitment for one additional government entity headquartered in downtown; initiate a mixed-market housing development; open the renovated Alice Arts Center; commence the renovation of City Hall.

Oakland can develop an overall downtown housing strategy to maximize potential for market-rate housing production, to facilitate creation of new residential neighborhoods in areas that have positive impacts on downtown revitalization, and to develop ways to provide a mix of new housing types and price levels.

# ENTERTAINMENT AND OTHER ACTIVITIES

There is a broad range of other activities and land uses downtown which extend beyond those provided by the office, retail, and residential sectors. They include arts and cultural activities, entertainment and recreation, educational, and hotel and other hospitality activities. The Paramount Theatre (a national historic landmark), Jack London's Waterfront, and the Oakland Convention Center are examples of additional downtown attractions. Parades and other special outdoor events often occur on Broadway and at Lake Merritt. These destination activities help efforts to revitalize the downtown area. Although these activities generally are operated by the private sector, the facilities may need subsidizing or assistance as joint public/private efforts.

# A DOWNTOWN MANAGEMENT ASSOCIATION

Physical attractiveness, availability of stores and services, and security and safety affect a city's ability to compete for tenants. Some cities create public/private partnerships which implement downtown improvements and are responsible for

downtown management functions and activities, such as promotional and marketing efforts, a facade improvement program, and special events and festivals. Associations consisting of property owners and downtown businesses can assist in funding and managing activities.

#### PHYSICAL IMPROVEMENTS

Open space, street-scape improvements, and other physical improvements and amenities can be attractive and improve the downtown image. They support and enhance market potentials for other land uses. The preservation of historic properties can contribute significantly to other city goals, such as neighborhood revitalization, economic development and marketing, and fostering cultural development. The City's preservation regulations must have a reliable and predictable degree of protection for properties designated as historically significant, and be developed and implemented to maintain an appropriate balance between preservation and other objectives. Removing blight, creating housing and commercial building space, creating jobs, improving Oakland's visual image, and fostering civic pride, are key components of Oakland's downtown revi-. talization efforts, and are important steps in shaping Oakland's future.

#### **OBJECTIVE 1**

The City of Oakland and the Oakland Redevelopment Agency shall complete a comprehensive revitalization strategy for downtown which identifies and prioritizes development opportunities and sites for housing, pedestrianoriented open space, retail, office, cultural arts, and other uses tied to the City's/Redevelopment Agency's financial resources.

#### **ACTIONS:**

By November 1992, the Office of Economic Development and Employment shall initiate negotiations for the acquisition of a site for City Hall II which fosters the concept of a Civic. Center Plaza and generates a positive and revitalizing impact on surrounding areas and Broadway.

By November 1992, the Oakland Redevelopment Agency shall acquire the appropriate properties for construction of the City Hall II site.

By March 1993, the Office of Economic Development and Employment shall select a preliminary design.

By April 1993, the Oakland Redevelopment Agency shall administer a contract for construction of City Hall II.

By October 1992, the Office of Economic Development and Employment, in collaboration with the Oakland Downtown Consortium, shall develop a work plan (for approval by the Oakland Redevelopment Agency) for a Comprehensive Site Revitalization Program which identifies and prioritizes development opportunities and sites for housing, pedestrian-oriented open space, retail, office, cultural arts, and other uses. The Oakland Downtown Consortium shall consist of members who participated in the Downtown Visioning Group and the Broadway Symposium.

By December 1992, the City Council and the Oakland Redevelopment Agency shall review and adopt the recommendations from the Office of Economic Development and Employment's report, "A Vision for Downtown Oakland, September 1991," and incorporate applicable policies into the revised Land Use Element of the General Plan.



By January 1993, the Oakland Redevelopment Agency, in conjunction with Carter Hawley Hale, shall develop a plan to construct a retail development on the half-block between Emporium and 19th Street.

By January 1993, the Oakland Redevelopment Agency shall conduct a feasibility study for acquiring the Fox Theatre as a major mixed-use entertainment center, and shall define ownership, financing, management, theater operation options, and timelines for possible acquisition and rehabilitation.

By January 1993, the Office of Community Development, as part of the Comprehensive Site Revitalization Program, shall identify strategic sites for downtown housing and develop incentives and financing strategies that encourage both market-rate and affordable housing development.

By January 1993, the Office of Community Development, in collaboration with local housing developers, shall identify funding for the renovation of earthquake damaged single room occupancy hotels (SROs), including the Woodrow, the Hamilton and the Drake.

Beginning February 1993, the Oakland Redevelopment Agency shall aggressively negotiate with BART; the Oakland Unified School District, the State of California, and other government or private entities to establish new offices in downtown Oakland.

By February 1993, the Office of Community Development and the Office of Economic Development and Employment shall identify a developer to initiate a mixed-market housing development in Old Oakland, or another appropriate housing site.

By April 1993, the Oakland Redevelopment Agency shall initiate a request for proposals (RFP) for renovation/development of the Rotunda as a mixed-use development and by June 1993, the Oakland Redevelopment Agency shall complete negotiations with the selected developer.

By April 1993, the Oakland Redevelopment Agency shall devise a business development strategy to increase retail along Broadway and Telegraph from 15th Street to 20th Street.

By June 1993, the Oakland Redevelopment Agency shall initiate an RFP for private mixed-use developments at those publicly-owned sites which were not chosen as the location for City Hall II. By January 1994, the Oakland Redevelopment Agency shall complete negotiations with the selected developer.

By June 1993, the Office of Economic Development and Employment shall complete the Comprehensive Site Revitalization Program.

By June 1993, the Office of Community Development and the Office of Economic Development and Employment shall complete the following:

- Explore housing development at the Port Waterfront and South of Nimitz.
- Support Chinatown housing development.
- Explore location alternatives for live/work space.

By September 1993, the Oakland Redevelopment Agency shall assess the possible acquisition of certain properties across from the Fox Theatre on the southside of 19th Street to create a major new public space linking Broadway with Telegraph.

By January 1994, the Office of Planning and Building and the City City Planning Commission shall review and recommend for adoption by the City Council new zoning regulations to support the goals of the Comprehensive Site Revitalization Program.

By January 1994, the Office of Planning and Building and the Office of the City Manager shall develop for City Council adoption incentives for downtown commercial and residential development, including expedited permit processing, subsidies for residential developments, and fee reductions.

By January 1994, downtown business owners and developers, the Transportation Advisory Commission, the Oakland Chamber of Commerce Transportation Committee, AC Transit, and other relevant agencies shall establish an action plan for a transportation link (such as a fare-free zone or Broadway Shuttle) between Jack London's Waterfront, Chinatown, Old Oakland, City Center, the Fox Plaza, the City Hall Plaza, the Kaiser Center, and Medical Hill.

#### **OBJECTIVE 2**

The Office of Economic Development and Employment and the private sector shall establish a Downtown Management Association to coordinate, manage and identify issues such as maintenance, security, promotions and marketing.

#### ACTIONS:

By March 1993, the Office of Economic
Development and Employment, downtown property and business associations, and the Oakland,
Chinatown, Alameda/Oakland Black, and
Hispanic Chambers of Commerce shall define the
structure, role, responsibilities, financing and
staffing requirements for a Downtown
Management Association.

By September 1993, the Downtown Management Association shall be established and shall hire staff.

#### **OBJECTIVE 3**

The City and Oakland Redevelopment Agency, property owners, and business associations shall improve the visual image, open spaces, cultural and entertainment facilities, street-scape, and other amenities of downtown, ensuring that Oakland's architectural and cultural heritage shall be balanced with any development projects.

#### ACTIONS:

By July 1992, the Oakland Redevelopment Agency shall install historic lighting fixtures along Broadway from Embarcadero to West Grand Avenue.

By April 1993, the Oakland Redevelopment Agency shall establish a downtown facade-improvement revolving loan fund. The Oakland Redevelopment Agency shall give priority to owners of properties located between the two major office and retail nodes, specifically those situated on Broadway and Telegraph, between 15th Street and 20th Street.

By May 1993, the Oakland Redevelopment Agency shall complete the Latham Square public open-space renovation at Broadway and Telegraph.

By May 1993, the Office of Economic Development and Employment shall complete the first phase of a comprehensive public improvement/street-scape and landscape improvement program. The 1988 Central District Development Plan landscaping recommendations should serve as the basis of a comprehensive plan.

Beginning June 1993, the Oakland Public Arts program, PG&E, and key downtown property owners shall install architectural lighting on a minimum of one historical or architecturally significant building each year.

By June 1993, the Oakland Redevelopment Agency shall install historic lighting fixtures along Telegraph Avenue from 15th Street to 21st Street.

By June 1993, the Office of Public Works shall initiate more frequent street sweeping and garbage collection from trash receptacles along Broadway and Telegraph.

By June 1993, the Oakland Redevelopment Agency, the Office of Economic Development and Employment, and the Office of Community Development shall establish an Historic Preservation Revolving Loan Fund, a joint venture between the City and private lending institutions, which shall provide funds for the acquisition, rehabilitation, and, where necessary, relocation of landmarks, properties contributing or potentially contributing to preservation districts and heritage properties. Central District earthquake-damaged designated historical buildings shall receive priority for rehabilitation funding through the Historic Preservation Revolving Loan Fund program.

By July 1993, the Office of Public Works and the Oakland Redevelopment Agency shall initiate a contract for working drawings on the renovation of City Hall Plaza.

By August 1993, the Office of Economic Development and Employment and the Office of Planning and Building shall commence an economic and environmental feasibility analysis of a downtown sports arena.

By January 1994, the Office of Planning and Building and the City Planning Commission shall adopt a revised set of design guidelines for downtown that includes issues of signs, building materials, facades, street-scape, and landscape design.

### Goal 3

Develop and implement a comprehensive citywide business development, expansion and retention program.

### **OVERVIEW**

#### **BUSINESS RETENTION**

Business retention is defined as an economic development strategy designed to help existing industries and businesses grow and expand within a community. Retention programs were developed by the nation's largest cities over the last decade in response to the loss of jobs and revenues as businesses left the cities. Cities gain more from developing existing business than from attracting outside firms. Retention programs are easier to implement, less costly, and can create additional employment more quickly.

Businesses located in the Coliseum area have benefitted from an innovative retention and development program established to assist companies considering closing or relocating outside Oakland. Many businesses throughout Oakland, especially those categorized as "small," can gain assistance from a similar program. An "Early Warning System," such as that used in the Coliseum area, can provide strategically valuable advance notice by tracking the economic outlook of local industries and factors influencing individual establishment profits. A "Response and Assistance



Program" would consist of a preventive system of response and service to businesses considering relocating outside Oakland or requiring support to remain viable.

#### SMALL BUSINESS ASSISTANCE

In recent years, the importance of small businesses to economic stability and job development was recognized by economic development practitioners. During economic recessions, small businesses generate more jobs than large firms. However, studies show that many small businesses -fold after one year. Although some agencies in Oakland currently provide assistance to small businesses (such as the Oakland Chamber of Commerce, East Bay Small Business Development Corporation, Oakland Business Development Corporation), these programs are largely uncoordinated and underfunded. Coordinated assistance efforts and policies are necessary to improve the economic environment for small businesses.

#### STATE ENTERPRISE ZONE

The Office of Economic Development and Employment submitted an application to the State for the establishment of a State Enterprise Zone in Oakland. If granted, Oakland can benefit from state-funded incentives for businesses, including sales and use-tax credits for equipment, hiring credits, business expense deductions, and income tax credits for employees within the Enterprise Zone. The Office of Economic Development and Employment will receive notice from the State in late 1992 regarding Oakland's State Enterprise Zone application.

#### **CAPITAL**

The Bay Area has a large commercial lending sector. Competition among banks is expected to diminish over the next few years as banks acquire and merge with others. Other financial institutions like mutual funds, insurance companies and large pension funds will dominate the financial industry; they are less regulated than commercial banks and have no obligation to serve local com-



munities. Recently, money-order companies and independent check-cashing agencies expanded to serve unmet credit needs, particularly in low- and moderate-income areas. However, these institutions generally are unregulated and are not protected by the FDIC. The 1977 Community Reinvestment Act (CRA) requires regulated banks to identify and help meet their communities' credit needs, especially in low- and moderate-income neighborhoods. Banks not complying with CRA requirements may be denied an application to merge, open a branch or expand.

Recent studies in Oakland identified significant unmet credit needs among small businesses (following the national trend), the seven community development districts, and other low- and moderate-income areas. Community groups concerned with these trends have formed coalitions to address the problems of "red-lining" and inadequate capital investment in Oakland. Their goals include: advancing minority, female and/or public equity participation in City-subsidized projects; ensuring that City subsidies generate a reasonable return to the community; and encouraging economic development by providing a stable and predictable environment for investors and developers.

#### TAXES, REGULATIONS, AND CITY SERVICES

Businesses prefer to locate in cities where taxes and regulations are stable and predictable, not unduly burdensome, in line with benefits received, comparable to neighboring jurisdictions, easy to understand and meet, and equitable. Businesses want enough lead time before imple-

menting new regulations to make informed operating decisions and plan for costs associated with compliance.

Oakland's tax revenues have not increased at the same rate as city service costs. Infrastructure is deteriorating faster than it is maintained. In response to this trend, the City reduced expenditures and sought additional sources of revenue. According to two studies conducted by BPA Economics, Inc., in 1990 and 1991 Oakland's business taxes were generally higher than those of neighboring cities. More competitive tax rates in surrounding jurisdictions pose some concern for businesses considering locating in Oakland, calling for a need to evaluate Oakland's current tax structures.

The public and private sectors can work together to alleviate and eliminate these problems. The City's willingness to aid business development is also dependent on support from the private sector in the development of strategies for change. Effective action depends on coordinated public policies and aims, and cooperation with state and regional agencies.

#### **TECHNOLOGY**

Oakland is close to many sources of technology research, including major universities (University of California at Berkeley, Davis, and San Francisco, and Stanford University), national laboratories (Lawrence Livermore and Lawrence Berkeley National Laboratories), and large commercial firms with research divisions. Nearby support organizations and businesses include the East Bay Emerging Technology Group, Berkeley Macintosh Users Group, Lester Center for Entrepreneurship and Innovation, Biotechnology Research Center and the Bay Area Bioscience Center. Technological advancement is a key area Oakland can use to facilitate successful economic development. Research and development can generate new products and industries and increase productivity.

#### HOME RUN:

Retain 25 businesses
considering leaving
Oakland, and attract 20
new businesses to Oakland
through the Business
Expansion Program.

### **OBJECTIVE 1**

The City of Oakland, through the Office of Economic Development and Employment, and in cooperation with the Oakland Chamber of Commerce and the Alameda County Economic Development Advisory Board, shall establish a citywide Business Retention and Expansion Program by December 1992.

#### **ACTIONS:**

By December 1992, the Office of Economic Development and Employment, or designated agency, shall establish a citywide Business. Retention and Expansion Program which includes an Early Warning and Response Program for Business Retention, and incorporates information assembled by the Coliseum Commerce Center Corporation and the Plant Closures Project and the results of the ongoing survey of businesses in Oakland.

By March 1993, the Oakland Chamber of Commerce Military Affairs Committee, in collaboration with community groups, the Port of Oakland, Alameda County Base Closures Tactical Committee, and the Office of Economic Development and Employment shall work with the Department of Defense to ensure that the Alameda Naval Air Station and related naval support facilities are exempt from closure in 1993.

By September 1993, the Office of Economic Development and Employment, in collaboration with the Chambers of Commerce, the Alameda County Economic Development Advisory Board,



and other business groups shall develop a program and campaign for increasing sales of Oakland products, services, and contracts by East Bay businesses and consumers.

The Office of Economic Development and Employment, the Port of Oakland, community groups, and the Oakland Chamber of Commerce Military Affairs Committee, in the event that the Alameda Naval Air Station is scheduled for closure, shall exert pressure on the Department of Defense to develop a comprehensive financial and economic impact mitigation plan to address employment, land use, and other needs by December 1993.

### **OBJECTIVE 2**

The Office of Economic Development and Employment, working with the Chambers of Commerce and business associations, shall create a public/private partnership for an office of small business support.

#### ACTIONS:

By June 1992, the Office of the City Manager, the Office of Economic Development and Employment, small business representatives, business associations, and the Chambers of Commerce shall develop an action plan for the definition of a Small Business One Stop Center, which shall provide support services to small businesses, including technical assistance, equipment, legal and accounting services, management consulting and financial planning.

By August 1992, the Office of the City Manager, the Office of Economic Development and Employment, small business representatives, and the Chambers of Commerce shall evaluate organizational alternatives and options for financing the Small Business One Stop Center and recommend to the City Council a funding strategy.

By January 1993, the Office of Economic Development and Employment shall seek financing for establishing a Small Business Incubator in Oakland.

### **OBJECTIVE 3**

The Mayor, City Manager, and the Office of Economic Development and Employment shall work actively to establish a state enterprise zone and/or local business incentive zone within the City of Oakland during 1993.

#### **ACTION:**

By July 1993, the City Council shall adopt all necessary legislation for establishment of a Local Enterprise Zone if unsuccessful with the establishment of a state enterprise zone.

### **OBJECTIVE 4**

Continue to identify and help meet unmet credit needs found among Community Development Districts, small businesses and individuals in Oakland.

#### **ACTIONS:**

By September 1992, the Office of the Mayor, community groups, and banking institutions shall support establishing a Community Reinvestment Task Force (including, but not limited to, representatives from financial institutions, the Chamber of Commerce, the Office of the Mayor, the Office of Economic Development and Employment, the Alameda County Economic Development Advisory Board, and other relevant regional and local agencies) to continue to identify unmet credit needs throughout the City. As needed, the Community Reinvestment Task Force shall review new and pending federal and state banking legislation and evaluate their impacts on Oakland.

The Office of the City Manager, with assistance from the banking community, shall evaluate the availability of private capital for major projects or developments.

By October 1992, the Office of the Mayor, community groups, and the Oakland Chamber of Commerce shall support efforts of the Community Reinvestment Task Force to evaluate and possibly establish alternative financing arrangements/entities such as a Community Trust

Fund, BIDCO (business and industrial development corporation), or local risk capital fund, with private/public funds.

By October 1992, the Office of the Mayor, community groups, and bankers shall encourage nonbanking lending institutions (insurance companies, credit unions, consumer finance and securities firms, savings and loans, and pension funds) to voluntarily comply with CRA provisions. If no positive response is made, the Office of the Mayor and community groups shall lobby the U.S. Congress to apply CRA provisions to these institutions.

By October 1992, the Office of the Mayor, community groups, and bankers shall lobby state and federal agencies and representatives for improved regulation of money-order companies and check-cashing agencies, providing stronger protection for clients should these institutions file for bank-ruptcy.

By October 1992, the Office of the Mayor and the Community Reinvestment Task Force shall continue evaluating options to use City fund deposits to encourage Oakland's lending institutions to increase community access to credit.

By December 1992, the City Council shall adopt a strong minority/community/public equity policy based on the recommendations of the Minority Equity Participation Advisory Committee.

By January 1993, the Office of Economic Development and Employment and community groups shall work with local banks to obtain local reinvestment commitments.

### **OBJECTIVE 5**

The Oakland Budget Office, the Office of Economic Development and Employment, the Alameda County Economic Development Advisory Board, and the Oakland Chamber of Commerce shall evaluate the impact of all business-generated revenues on business retention and expansion in Oakland.

#### **ACTIONS:**

By June 1992, the Office of the City Manager shall develop a Five-Year Financial Plan to improve the City's capacity to make accurate long-term revenue and expenditure projections.

The Office of the City Manager shall study alternative methods of service provision, service monitoring and service funding to improve cost-effectiveness. Possibilities, based on *Government That Means Business*, by David Osbourne (New York Times Magazine, March 1, 1992), include:

Finding incentives to leverage private sector actions and resources.

Allowing competition for the provision of government services (eliminate public monopolies).

Allowing government agencies to define their fundamental missions, then develop budget systems and rules that free their employees to pursue those goals.

Finding methods to measure outcomes and reward success.

When practical, giving resources directly to intended recipients of services ("customers") and allowing them to choose a provider, based on information about quality and price.

Giving department employees the authority to make many of their own decisions.

By March 1993, the Office of the City Manager and the Oakland Chamber of Commerce shall review all city business revenue-generating policies and recommend how consolidation and streamlining of such policies can be achieved. This group shall examine the study conducted by the Business Tax Classification and Rate Review Committee, appointed by the Mayor.

The Office of the City Manager and Office of Planning and Building shall work with Alameda County Economic Development Advisory Board to develop the regional growth management plan. The Mayor's office shall work with other local communities to articulate revenue transfer and other incentives to manage growth.

### **OBJECTIVE 6**

The Office of the City Manager and the Chambers of Commerce shall identify all regulatory policies that adversely affect business retention and attraction in Oakland. The Office of the City Manager, or a designated consultant, shall evaluate the effectiveness of the selected regulations at achieving stated goals and objectives, and draft alternatives, if necessary.

#### **ACTIONS:**

The Office of the City Manager shall complete a response to the Harvey Rose Audit by June 1992. The affected departments shall solicit community input on evaluating effectiveness of the responses.

The Office of the City Manager and Alameda County Economic Development Advisory Board shall work with state and regional agencies to insure that businesses and local government have more input into the regional regulation process.

The Office of the Mayor shall work with the Alameda County Economic Development Advisory Board to respond to the California Clean Air Act and other regulations affecting. Alameda County and the Bay Area.

### **OBJECTIVE 7**

The Mayor and the Office of Economic Development and Employment shall work to attract high-technology industries to Oakland, ensure that Oakland businesses' research and development needs are adequately served, and support the development of Oakland's recycling industry.

#### **ACTIONS:**

The Mayor and the Office of Economic Development and Employment shall support the development of Oakland's small business incubator, and by December 1992, Hilary Development Corporation shall finish developing the incubator.

Beginning December 1992, the Office of Economic Development and Employment shall evaluate its ability to attract high-technology businesses and the ability of those businesses to become self-sufficient in less than five years.

By January 1993, if the application is approved, the Office of Economic Development and Employment shall monitor the effectiveness of the State Recycling Market Development Zone in attracting and supporting new and existing recycling businesses and in furthering technological advancement in the recycling field.

By January 1994, the Office of Economic Development and Employment, with assistance from the Chamber of Commerce, shall develop a business research and development needs survey to determine whether local businesses require research and development services and/or improved access to existing sources of R&D and technology.

### Goal 4

Develop, implement and manage a comprehensive and coordinated marketing program for the city.

#### **OVERVIEW**

Improving Oakland's image is a critical factor in the success of the strategic plan. Currently, the positive aspects of the community's image are overshadowed by negatives. Our marketing and communication challenge is to develop a coordinated approach that overcomes negative perceptions of Oakland by projecting and emphasizing the city's advantages.

The need to uplift Oakland's image was confirmed by several organizations, including the Oakland Chamber of Commerce, the Oakland Convention and Visitors Bureau; the Office of the Mayor (as advised by the Marketing Council in 1991 and the Mayor's Marketing Task Force), and Oakland - Sharing the Vision. Several parallel and complementary marketing and communication development programs are in the planning stages, two of which are described in this goal's objectives. These include reorganizing the City of Oakland Public Information/Marketing Office (PI/MO), and establishing the Oakland Marketing Board.

The primary responsibility of the reorganized PI/MO is to market City departments' services to Oakland's citizens. Although the public/private Oakland Marketing Board shall also market City departments' services, its target audience is outside Oakland. This includes companies considering conducting business in or relocating to Oakland, conventioneers, commuters, tourists, and other audiences approached through regional, national, and international marketing efforts. The Oakland Marketing Board shall promote public and private sector services and products to internal and external audiences. Jointly, the

PI/MO and the Oakland Marketing Board can provide a synergistic marketing and public relations approach that meets the needs of the city's organizations, businesses and citizens.

### **OBJECTIVE 1**

By July 1992, the City Council shall establish a new Department of Public Information and Marketing upon reorganization of the current Public Information Office.

#### **ACTIONS:**

By August 1992, the City of Oakland shall hire a Public Information and Marketing Director.

By September 1992, other department staff, including a Communications Manager, Marketing Manager, Publications Manager, Graphics Manager, and KTOP Manager shall be identified or hired.

By January 1993, the Department of Public Information and Marketing, in collaboration with the Oakland Marketing Board, shall establish a one stop centralized public information, distribution and referral service center.

By February 1993, the Public Information and Marketing Director shall develop a departmental Strategic Plan for review by the City Council.

### **OBJECTIVE 2**

By July 1993, the Oakland Marketing Board, a public/private partnership, shall be established to leverage and strengthen marketing initiatives promoting Oakland.

#### **ACTIONS:**

By July 1992, members of the Oakland Marketing Board shall be appointed or elected.

By August 1992, the Oakland Marketing Board shall be incorporated as a 501(c)3 non-profit corporation. By August 1992, the City Council and public and private funders shall fund the first-year budget.

By November 1992, the Oakland Marketing Board shall hire an Executive Director.

By January 1993, the Oakland Marketing Board and Executive Director shall complete a draft Three-Year Market Plan.

By June 1993, the Oakland Marketing Board, the Oakland Convention and Visitors' Bureau, and the Department of Public Information and Marketing shall investigate establishing a Visitors' Center in a downtown historic building.

By July 1993; the Oakland Marketing Board, in collaboration with the Department of Public Information and Marketing, shall develop a standardized "collateral" marketing package.

### **OBJECTIVE 3**

The Office of the Mayor, Office of Economic Development and Employment, the Oakland, Chinatown, Alameda County/Oakland Black and Hispanic Chambers of Commerce, the Oakland Marketing Board, and the Department of Public Information and Marketing, with support and participation of the private sector, shall develop a marketing plan to attract and retain businesses.

#### **ACTIONS:**

Beginning in September 1992, the Office of the Mayor, in collaboration with the Office of Economic Development and Employment and the Chambers of Commerce, shall establish a series of bi-monthly luncheons with key business leaders to discuss their concerns and communicate the City's commitment to assist businesses in locating and remaining in Oakland.

By January 1993, the Oakland Marketing Board shall conduct an inventory of all city and private sector marketing initiatives that focus on business development and retention, and evaluate areas of effectiveness and possible collaboration.

By March 1993, the above coalition shall develop a Three-Year Business Development and Retention Marketing Strategy.

#### **TASK FORCE VISION**

"In the year 2015, Oakland's diverse neighborhoods will be safe, clean and attractive, with thriving commercial areas, excellent schools and services, quality affordable housing, and green open space, that are serviced by alternative transportation systems accessible to all, and whose residents share a sense of pride and purpose."

#### TASK FORCE MISSION

"The Neighborhood Revitalization Task Force will develop strategies which create clean, caring, diverse, viable neighborhoods with quality affordable housing and successful retail and commercial activities."





"I'd like to see Oakland be the kind of community where we have safe and healthy neighborhoods, where we have a vital community whereby education is the foundation of our people, where we are concerned with understanding each other and our cultures, and where there are opportunities and housing for everyone. That's the kind of Oakland--that's the kind of future--I'd really like to see."

Father Jay Matthews

Member
O-SV Coordinating Committee

### Goal 1

Develop a new General Plan that is a catalyst for achieving appropriate quality development and revitalization throughout the city of Oakland.

### **OVERVIEW**

#### GENERAL PLAN

A city's General Plan creates a policy framework that guides physical development. It is a state-required document, the "road map" for the city's development. A revised General Plan, reflecting changes to the city and region in the last two decades, is a valuable tool for implementing many goals of the Long Range Strategic Plan. A General Plan Working Group, recently convened by the Mayor, is discussing the process and funding mechanisms for accomplishing the new General Plan.

Oakland's General Plan is a collection of documents or elements, some of which are optional, and others required by state law. The seven required elements are:

#### Land Use

Land Use describes the location of physical improvements and the human activities that take place on the land. Oakland's Land Use Element, last updated in 1980, explains that attempts to deal with land use "become inextricably linked with social and economic concerns and the impacts of land use planning, as a consequence, pervade the entire fabric and structure of the city."

#### Circulation

Last updated in 1974, Oakland's Circulation Element must be updated to meet state requirements for the Clean Air Act and the County's Congestion Management Program. Strategies in the Circulation Element must be integrated with the Land Use Element and the City's stated goal "to provide for the safe, convenient, inexpensive



and energy-efficient movement of people and goods within Oakland, and between Oakland and other parts of the region."

#### Housing

State law requires that the Housing Element be updated every five years. Oakland's Housing Element is being revised to reflect past accomplishments; current housing problems, and recommended strategies to address identified problems. This Element ties into the Land Use policies and other Citý policy documents which detail strategies maximizing the City's use of state, federal, and local funding to develop and rehabilitate Oakland's housing units.

#### Conservation and Open Space

Oakland has combined these Elements with the optional Recreation Element, creating the OSCAR (Open Space, Conservation and Recreation) Element. City staff, consultants, and a citizens advisory committee are revising the OSCAR. The OSCAR will coordinate the planning efforts of several agencies with jurisdiction over Oakland's open space and other natural resources, and match recreational facilities with neighborhood needs. The Conservation section of the Element also reviews the impact of water shortages on Oakland.

#### Noise

Last updated in 1974, the Noise Element addresses noise problems and discusses their impact on land use. The Element shows current and projected noise levels from sources such as freeways or industry, then uses those levels to establish land use patterns that minimize residents' exposure to excessive noise.

#### Safety

The state requirements for the Safety Element stress protecting the community against unreasonable risks from seismic activity, landslides, floods; and urban or wildland fires. Oakland's Safety Element was drafted in 1974 as part of the Environmental Hazards Element. However, the City's Office of Emergency Services is developing a new Emergency Plan, based on recommenda-

tions since the 1991 fire, to improve communications and essential facilities such as evacuation routes and water supply.

#### **Optional Elements**

Currently, the City is drafting a new Historic Preservation Element which will clarify the City's policy towards issues such as eligibility for landmark designation, and the protection and rehabilitation of historic buildings. The Element identifies economic incentives for historic properties, encouraging their preservation, and making landmark designations more desirable to owners. Another optional Element under consideration is the Urban Appearance Element, which develops a policy framework to guide the aesthetic qualities of development.

#### NEIGHBORHOOD PLANNING

This goal's final objective reflects the need to coordinate city departments currently involved in neighborhood planning. Identified priority areas can then receive simultaneous attention from relevant departments and community organizations.

Several City departments create neighborhood plans that address the specific needs of each area for land use, commercial revitalization, and housing issues. The Office of Economic Development and Employment (OEDE)'s Neighborhood Commercial Revitalization (NCR) program developed a multi-pronged approach to revitalizing deteriorating commercial areas. Working with merchants, residents and financial institutions, staff from OEDE, the Office of Planning and Building, the Office of Community Development, and the Office of Public Works assess the condition of a commercial node and develop an improvement plan. Physical components, such as design guidelines and street improvements, are combined with technical, marketing and financial assistance to attract and retain business interests.



HOME RUN:
Adopt the Housing,
Open Space, and
Historic Preservation
Elements of the
General Plan, and initiate work on the
Land Use and Transportation Elements

The Office of Planning and Building provides additional guidelines for revitalizing commercial and residential areas. Rezoning studies and area plans investigate land use issues and make recommendations on appropriate activities, sign controls, parking regulations and design review. More detailed area plans provide additional directions for improvements such as landscaping. Housing recommendations are made by the Office of Community Development, which provides a policy direction for the City's housing development and rehabilitation.

### **OBJECTIVE 1**

By September 1992, the City Council shall adopt the revised Housing Element and the new Historic Preservation Element of the General Plan.

#### **ACTIONS:**

Within 6 months of the City Council's adoption of the Housing and Historic Preservation Elements, the Office of Planning and Building shall present for Council approval appropriate changes to the Zoning Regulations to reflect policies proposed in the Elements.

#### **OBJECTIVE 2**

The Planning Commission and appropriate citizens advisory committees shall begin work on the following elements of the General Plan by July 1993, and the City Council shall adopt them by July 1995:

- •A revised Land Use Element.
- •An Urban Appearance Element.
- \*A revised Transportation and Circulation Element.
- •A revised Noise Element.
- A revised Emergency Plan.
- A revised Safety Element.

#### **ACTIONS:**

By September 1992, the City Council shall identify resources or strategies to develop or update the Land Use, Urban Appearance, Transportation, Noise, and Safety Elements.

By June 1993, the Office of the City Manager's Emergency Services Division shall revise the Emergency Plan, based on the recommendations of the Mayor's Task Force on Emergency Preparedness and the Oakland Emergency Management Board. Recommendations on planning, training and procedures shall also be incorporated into departmental operations manuals and the revised Safety Element of the General Plan.

By June 1993, the Office of Planning and Building shall begin studying sign controls for commercial zones C-30 and C-40, with revised zoning ordinances reflecting the policy recommendations adopted by the City Council by June, 1994.

### **OBJECTIVE 3**

The Office of Planning and Building, Office of Parks and Recreation, Planning Commission and Citizens Advisory Committees shall complete the OSCAR Element of the General Plan, to be adopted by the City Council by September 1993.

#### **ACTIONS:**

By March 1993, the Office of Planning and Building shall present a draft of the OSCAR Element for public review, and the City Council shall adopt the Element within 6 months.

By March 1994, the Office of Planning and Building shall present revisions to the Zoning Regulations to reflect the policies proposed in the OSCAR Element, including zoning categories for parks and open space.

By June 1994, the OSCAR consultants shall recommend revisions to the Zoning Regulations to ensure the retention of open space within new large-scale development projects, and possibly to require the dedication of parkland or payment of in-lieu park impact fees for such development.

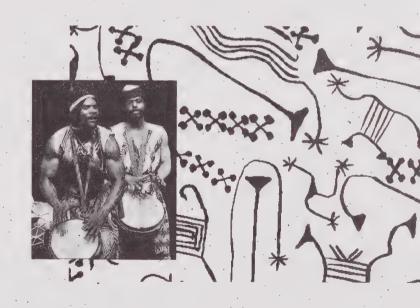
EBMUD service area interest groups and city staff shall review any proposal for projects which affect

the supply and delivery of water to Oakland residents.

### **OBJECTIVE 4**

By September 1992, the Office of Planning and Building, the Office of Community Development, and the Office of Economic Development and Employment shall revise the process by which neighborhood plans are developed to ensure that appropriate staff and resources are available to simultaneously address the following issues:

- Areas Plans/Rezoning Studies
- Neighborhood Commercial Revitalization
- Housing



#### **ACTIONS:**

By June 1992, the Office of Economic Development and Employment shall complete and publish Neighborhood Commercial Revitalization (NCR) Area Assessments for each of the targeted areas. The profiles shall include demographic and economic data for surrounding census tracts; sales data for the commercial areas; and commercial assets including accessibility (freeway and/or public transit), physical environment, and historically significant structures.

By Fall 1992, the City Council shall allocate the necessary resources to complete the implementation phase of NCR for the priority targeted neighborhoods (Elmhurst, San Antonio/Fruitvale, and 7th Street in West Oakland).

By January 1993, the City Council shall prioritize neighborhoods based on community and staff recommendations. Criteria for selection shall include:

- Level of community support for revitalization efforts.
- Availability of resources to fund programs (CDBG monies, NCR subsidies, etc.)
- Involvement of other City departments, nonprofits and community groups in related efforts in the area.
- Extent of economic and physical distress (amount of input required for successful revitalization).
- Importance to region, proximity to transit, etc.
- Need for revitalization.

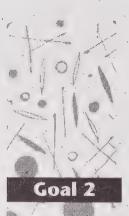
A joint project team from each department can work with the Metropolitan Forum, Community Development Committees, and OCCUR to establish a neighborhood visioning process similar to that used in the NCR Areas or the "Downtown Visioning" exercise.

By January 1993, the Office of Planning and Building, Office of Economic Development and Employment, and Office of Community Development shall apply for a California Main Street Program in Oakland.

By January 1993, the Office of Planning and Building, Office of Community Development, and Office of Economic Development and Employment shall provide time-frames and long-range budget requirements for the next phases of neighborhood planning (both land use and NCR) for the NCR designated areas.

By June 1993, the City Council shall allocate resources to complete the Office of Planning and Building's area plans/rezoning studies for designated neighborhoods.

By June 1993, the Office of Planning and Building and Office of Economic Development and Employment shall establish a Facade Improvement Program, providing financial and technical assistance to owners of commercial buildings in designated commercial revitalization target areas.



Develop quality housing for all income levels throughout the city, especially in mixed-use

residential and commercial projects along

transit corridors and major arterial streets.

### **OVERVIEW**

This goal is based on the relationship between the availability of housing and a community's health. Homeless people are constant reminders of the housing crisis. The 1989 earthquake and the 1991 fire destroyed housing for all income levels, compounding an already serious crisis in the cost and supply of housing. Safe, decent and affordable housing enhances a community's economic and social strength.

#### **MIXED-USE ZONES**

To meet the need for higher density housing without infringing on surrounding neighbors, housing developers are exploring neighborhood commercial corridors. Oakland's neighborhood commercial areas originally developed around streetcar stops, with retail services at street level and apartments above. These nodes became the economic and social hearts of the neighborhoods.

A "main street" usually supports buildings of larger scale than residential streets, allowing more housing units than surrounding lower density areas. With round-the-clock activity of residents and shoppers, safety in neighborhood retail areas increases, and the surrounding community benefits from services and jobs within walking distance.

Intensive nodes of activity accessible to public transit can be an advantage for a future in which economic competitiveness is determined by such factors as air quality and energy availability. BART is exploring mixed-use developments in the parking lot sites at several Oakland neighborhood stations to maximize land value and increase ridership on trains.

## REMOVING HOUSING DEVELOPMENT BARRIERS

The plan proposes removing some barriers to housing development in this city. Most housing for Oakland's low income residents is produced by non-profit housing developers, who work with the Office of Community Development to assemble financing from private, city, state and federal sources. Community Alliance for Syndicated Housing (CASH) Inc., a successful public/private partnership, raised over \$13 million for housing development in the past two years by selling non-profit housing developers' tax credits to for-profit corporations.

In addition to financial constraints, the pre-development and permitting process is often a barrier to development. Complaints about the "red tape" required for development were documented in the Harvey Rose Management Audit of July 1991. The City Manager's office is drafting an action

plan for streamlining the zoning and building permit and enforcement process, based on the report's recommendations.

#### **INFILL HOUSING**

The City's Housing Element states: "Most of Oakland's future housing development, especially multi-family projects, will occur on land that already has buildings. The development of underutilized parcels is important because the City does not have adequate vacant land to meet Oakland's housing needs." (page 71, Feb. 1992 edition). The Plan proposes considering non-residential or neglected buildings (warehouses, schools) for potential adaptive reuse as housing.

#### GEOGRAPHIC DISPERSION

In the past, subsidized and low income housing was concentrated in Oakland's poorest neighborhoods, where land costs and community resistance were lower. On a regional level, Oakland is a major provider of lower cost housing. The City's Five-Year Housing Development Plan calls for increasing City assistance to develop moderate income housing "to encourage mixed income projects in all districts by targeting less than 50% of the units in any given project for rent levels affordable to ... lower income households. This will support the dispersion of lower income housing and economic integration" (City Manager's Discussion on Housing Policies, 4/30/91). While City officials continue to urge other communities to provide their "fair share" of low income housing, the city must continue efforts to meet the needs of low income residents without overburdening its neighborhoods.

The City is also committed to providing services and emergency shelter to homeless individuals, particularly those displaced from the estimated 1,000 low income units destroyed in the Loma Prieta earthquake. Securing transitional housing, with services to address a range of problems (including mental illness, substance abuse, AIDS, and unemployment), is a key step toward more permanent, safe, and decent housing for Oakland's citizens.

### **ENCOURAGING HOME OWNERSHIP**

Increasing home ownership opportunities would help retain and increase middle income households in Oakland and reduce commute times for employees who otherwise buy homes in outlying suburbs.

The Office of Community Development currently administers several programs which help developers and individual home buyers finance the development and rehabilitation of owner-occupied housing. The Oakland Housing Authority (OHA) is investigating HOPE 1 (Home Ownership and Opportunity for People Everywhere), a new federal program designed to help tenants purchase public housing units. Lack of funding and a shortage of available land severely restricts OHA's opportunity to replace units that might be purchased if the city participates in HOPE 1.

#### PROPERTY MANAGEMENT

The Plan advocates ways to prevent substandard living conditions. We must renovate and preserve Oakland's older and declining housing stock. The Office of Community Development administers several programs which provide funding and technical assistance to home owners for maintaining and rehabilitating property. The Office of Community Development also enforces the Oakland Housing Code, and can declare severely deteriorated buildings as substandard or nuisance. The plan also calls for utilizing public and private programs which offer training in property management techniques to ensure ongoing maintenance and provide skills for future employment. Property management conditions inserted into Conditional Use Permits can provide another tool for enforcing the Housing Code.

### **OBJECTIVE 1**

The Office of Planning and Building, Office of Community Development, Office of Economic Development and Employment, transit agencies, and citizens' advisory committees shall identify potential "mixed-use zones" along transit/arterial

#### **HOME RUN:**

Identify sites, financing and public/private partnerships for four "model" mixed-use development projects along transit corridors within four neighborhoods.

corridors and provide incentives for development of mixed-use projects in the identified nodes if criteria are met.

#### **ACTIONS:**

By December 1992, BART shall collaborate with city agencies and a community advisory committee to develop a program for a mixed-use commercial and residential development at Fruitvale, Coliseum or MacArthur stations.

By August 1993, the Office of Economic Development and Employment, Office of Community Development and the Office of Planning and Building shall develop a policy to encourage mixed-use developments.

By June 1994, the Office of Planning and Building, together with the Office of Economic Development and Employment, Office of Community Development and a citizens advisory committee in coordination with the preparation of the Land Use Element, shall define mixed-use zones that include criteria for:

- Minimum and maximum heights and densities.
- Appropriate design and land use.
- Types of uses appropriate to mixed-use zones.
- The Office of Planning and Building incentives

for developers (e.g. concurrent review Planning/ Building, reduced parking or open space requirements, density bonuses).

- Financial incentives for development (e.g. gap financing, loans).
- Nodes appropriate for commercial development and higher density housing, and areas for lower density housing.
- Transitional zoning to taper from denser corridors and intense commercial nodes down to single family homes away from the corridors.

By August 1994, the City Council shall select mixed-use nodes for rezoning.

#### **HOME RUN:**

Adopt a new building permit process that improves review and approval turnaround time for all completed applications and reduces single family housing review time to 30 days.

### **OBJECTIVE 2**

Housing advocates, neighborhood groups, the Office of Community Development, and the Office of Planning and Building shall encourage the creation of affordable housing in Oakland without detriment to existing neighborhoods, by addressing current barriers to housing development.

#### **ACTIONS:**

By July 1992, the City Council shall adopt the recommendations of the Office of the City Manager and the Harvey Rose Management Audit to restructure and coordinate the permit process, building inspection and code enforcement functions currently spread among the

Development Controls Division of the City Office of Planning and Building, Development Services, and the Office of Community Development. (The City Council adopted the restructuring proposal in May 1992. Implementation is underway.)

By April 1993, the Office of Community
Development and Oakland Housing Organizations
shall work with lending institutions to submit recommendations to City Council for increased support for non-profit housing developers. These
include such areas as base funding for administrative
costs and pre-development resources.

By August 1993, the Office of Community Development and the Office of Planning and Building, with input from housing advocates and neighborhood groups, shall review Oakland's Secondary Unit Ordinance to determine why it is under-utilized, and to consider ways to create additional housing without detriment to existing single-family neighborhoods.

The City shall encourage public/private partnerships which involve the business community to assure the availability of affordable housing, such as CASH, Inc., a non-profit syndicator of tax credits.

### **OBJECTIVE 3**

Appropriate City agencies, housing developers, and community organizations shall investigate, evaluate and inventory possibilities for infill housing or other appropriate neighborhood development on vacant or under-utilized sites throughout the city.

#### **ACTIONS:**

By June 1993, the Office of Community Development shall complete an inventory of vacant land throughout the city and identify potential sites for residential use.

By October 1993, the Office of Community Development, housing developers, the City Office of Planning and Building, and community groups shall prioritize sites according to strategic value, and draft a citywide infill housing action plan.

By April 1994, the Office of Community
Development shall propose, and the City Council
shall adopt, an incentive strategy to encourage
current owners of identified priority vacant sites
to sell or develop according to the City's housing
policy.

### **OBJECTIVE 4**

The Office of Community Development, the Office of Planning and Building, and the Oakland Housing Authority shall create and/or abide by policies which encourage the geographic dispersal of low income and subsidized housing.

#### ACTIONS:

By Fall 1992, the City Council shall consider the recommendations of the Homeless Commission to improve services and transitional housing for the City's homeless population.

By Spring 1993, the City Council shall adopt a policy supporting the development of subsidized and mixed-income housing in all neighborhoods to avoid over-concentration in low income areas,

and shall work with housing advocates to educate neighbors on the need for, and benefits of, developing affordable well-designed and maintained housing.

By June 1993, the City shall adopt a specific program lobbying other Bay Area communities to accommodate their fair share of the region's housing needs, particularly publicly-assisted and rental housing. At the same time, Oakland shall continue efforts to meet the Association of Bay Area Government's (ABAG) estimates for the city's affordable housing needs.

By September 1994, the Office of Community Development and the Office of Planning and Building shall complete a study of inclusionary zoning (requiring low income set asides) for all housing development.

### **OBJECTIVE 5**

The Office of Community Development, Oakland Housing Authority, and housing advocates shall develop strategies to encourage more home ownership.



#### **ACTIONS:**

By March 1993, the Office of Community Development, working with housing advocates and local lending institutions, shall publish an inventory of all existing public and private programs which inform citizens on ownership/equity alternatives; home purchasing techniques, and the maintenance and financial responsibilities of home ownership.

By August 1993, the Office of Community Development and housing advocates shall work with private lending institutions to expand financing available for first-time home buyers.

The Oakland Housing Authority shall investigate the Federal HOPE Program (Home Ownership and Opportunity for People Everywhere) for conversion of low-income rentals to home-ownership units, with guaranteed replacement of rental units.

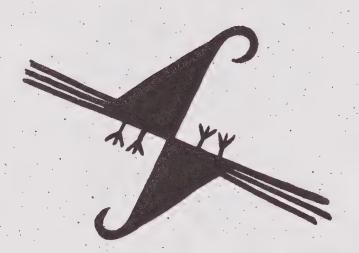
### **OBJECTIVE 6**

Property management plans shall be enforced in any projects financed by the City of Oakland, and encouraged for all private developments.

#### **ACTIONS:**

The Office of Community Development and the Office of Planning and Building shall investigate amendments to the Oakland Housing Code and other measures to promote rehabilitation as the preferred method for abating substandard or public nuisance structures. Rehabilitation can be emphasized for historic structures. Specific abatement methods shall be recommended to the City Council by April 1993.

By January 1993, the Office of Community Development shall publish an inventory of available technical assistance and property rehabilitation and management training programs.



By January 1993, the Office of Planning and Building, the City Attorney's Office and the Office of the City Manager shall report on the feasibility of inserting property management conditions in any Conditional Use Permit,

By June 1993, Oakland Housing Authority shall develop thorough training programs in property management and maintenance for landlords accepting Section 8 vouchers.

By September 1993, the Office of Community Development shall implement a program requiring mandatory attendance at such training programs for those found in repeated violation of housing codes.

On a periodic basis, the Mayor and City Council shall request that the Oakland Housing Authority (OHA) continue upgrading maintenance programs, landscaping, and the appearance of all OHA sites.

#### Goal 3

Develop efficient and attractive transportation systems to augment and replace individual automobiles.

### **OVERVIEW**

The layout of Oakland reflects its origins as a city built around a streetcar system. The radial street system converging on downtown is one manifestation, as are the wide street medians which once carried rail lines. The location of streetcar stops remains apparent along major streets, where low-intensity commercial buildings give way to clusters of two- and three-story buildings abutting the sidewalk. With retail at street level and apartments above, this form of development was the typical hub of many Oakland neighborhoods.

After World War II, older cities like Oakland were unable to compete with the automobile lifestyle of

the suburbs. As freeways construction to the suburbs multiplied in the 1970's, many Oakland neighborhoods declined. Now, however, as the public is more concerned with restoring air quality and seeking reduced driving time, transitoriented areas have a competitive advantage.

#### TRANSPORTATION COORDINATION

The plan addresses the concept of a single body that ensures public input into all transportation decisions regarding freeways and streets, mass transit, and the Port. The roles and responsibilities of such a body must be defined, ensuring public access without impeding the work of the agencies and departments which implement Oakland's transportation needs.

Oakland's transportation services are administered by several agencies and City departments. The Port of Oakland's mission is to develop, manage and promote the City's waterfront and airport. It is governed by Port Commissioners, appointed by the Mayor and City Council. AC Transit and BART have district-elected directors to oversee their policies and operations. The Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the nine counties of the Bay Area. The board of MTC is appointed by county and city officials. MTC reviews and approves all improvements to highways, bridges and mass transit systems and plans for future transit needs.

Within the City, the Office of Public Works is responsible for planning and constructing city streets. The Chamber of Commerce has a transportation committee which discusses transportation issues and recommends actions to appropriate agencies. Citizens' advisory committees formed around specific transit-related issues, such as the Cypress Freeway replacement and AC Transit's light rail study.

#### ALTERNATIVE MODES STUDY

AC Transit is currently conducting an Alternative Modes feasibility study, which includes coordination of light rail and electrified buses. The study consists of several phases: data collection and corridor definition; alternatives development; future travel demand analysis; operational and financial analysis; cost-benefit analysis; and land use analysis. The final report will recommend system improvement alternatives for each selected corridor. The challenge for AC Transit and Oaklandis finding resources to implement the next phases of the study.

#### RIDER SAFETY

Each transit agency has its own security force, working in conjunction with County and City law enforcement agencies. Safety on Oakland's streets is described in detail in the Safe, Healthy, Drug-Free City Task Force's work, but a concerted public and private effort to improve security in and around public transit can increase transit ridership and decrease auto use.

#### IMPROVE TRANSIT SERVICE

The City and transit agencies can enhance the attractiveness of mass transit as an alternative to the auto. Revitalizing Oakland's neighborhoods and downtown is tied to improving the quality of public transit service. With the intensity of activity needed for a vibrant downtown, the area can avoid the congestion and pollution created by autos only by relying on public transit. Oakland must work with transit agencies to upgrade the service and accessibility of mass transit for all neighborhoods.

#### **BÍKE TRANSIT**

Bicycles are a low-cost, non-polluting and flexible transit means in Oakland. To encourage greater bicycle transit use, the Plan examines ways to make Oakland's streets more "bicycle friendly."

### **OBJECTIVE 1**

The City of Oakland shall establish a permanent Transportation Advisory Commission (or other public forum) to ensure public input to all forms of transportation issues including proposed streets, freeways and public transit.



#### **ACTIONS:**

By June 1992, the Mayor shall appoint a task force to define the role, responsibilities and staff requirements for a Transportation Advisory Commission (or other public forum).

By November 1992, the City Council shall create and identify staff for a Transportation Commission to advise on policy and funding issues related to public transit, transportation, roadways and parking.

The Mayor and the Office of Public Works shall work with a Transportation Advisory Commission (or other public forum), MTC, and transit agencies within the region to identify, and accelerate lobbying for, funding of transit projects and operations; specifically the Surface Transportation Intermodal Act of 1991. Projects shall be prioritized by performance and cost-effectiveness for the city and the region.

### **OBJECTIVE 2**

AC Transit, MTC, and the Offices of Public Works and Planning and Building shall study fixed-rail service on San Pablo, Broadway, and East 14th Streets and other transit corridors.

#### **ACTIONS:**

By January 1993, AC Transit and MTC shall identify, and the Office of Public Works (through the Office of the Mayor) shall assist lobbying for, the necessary funding sources to complete the next phases of the Alternative Modes Study.

By March 1993, AC Transit shall complete the Alternative Modes Study and present the findings for public review.

### **OBJECTIVE 3**

AC Transit, BART, the Office of Public Works, and the Office of Planning and Building shall work with law enforcement agencies and neighborhood groups to design a program to improve rider safety at bus stops and stations and on buses and trains.

#### **ACTIONS:**

By September 1993, the Office of Public Works, AC Transit, Oakland's schools, and a Transportation Advisory Commission safety subcommittee shall make recommendations for a rider safety program, including street and lighting improvements for safety at bus stops.

### **OBJECTIVE 4**

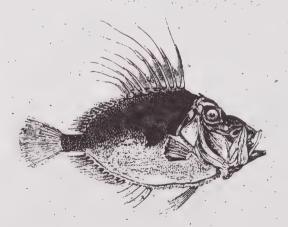
AC Transit, BART, MTC, and City agencies shall work to maintain and increase ridership, and improve coordination between public transit services.

#### ACTIONS:

By January 1993, MTC and transit agencies shall identify funding sources to implement the transit accessibility requirements of the 1990 Americans with Disabilities Act.

By April 1993, the Transportation Commission shall draft a "transit equity" policy, requiring an equal commitment to public transit and the automobile in all city transportation policies. The policies shall include:

Economic policies: parking shall not be subsidized without equivalent subsidies for transit users; Transportation Demand Programs shall be required in all new development to reduce auto use (with clear monitoring and enforcement procedures); expansion of transit necessitated by new developments shall be paid for by the development.



Location: development shall be encouraged to maximize transit usage potential.

Design: buildings shall be required to be "pedestrian friendly," and provide transit improvements (such as bus stops or lighting) and parking.

By May 1993, RIDES, Office of Public Works, and the City Office of Personnel Resource Management shall design a Transportation Demand Management System, providing incentives for employees to use public transit, as a model for other public and private agencies in Oakland.

By September 1993, AC Transit shall publish a marketing plan outlining strategies to increase ridership, such as creation of family passes, advertising of bus routes and destinations, improvement in telephone customer service, and increased direct service to BART stations.

### **OBJECTIVE 5**

The City's Traffic Engineering Department, BART, and AC Transit shall establish means to provide safer bicycle transit, bike lockers at public buildings, bike lanes or bike ways, rights of way, and racks on buses.

#### **ACTIONS:**

By September 1992, the East Bay Bicycle. Coalition (EBBC) shall document other cities' strategies for encouraging bike transit, such as bicycle parking provisions and bike-friendly streets.

By January 1993, EBBC shall investigate installing bike racks on AC Transit buses, and increasing the availability of bike lockers at BART stations.

By May 1993, the Office of Public Works shall work with EBBC to design bike way plans for city streets.

### **OBJECTIVE 6**

The Alameda County Economic Development Advisory Board, with assistance from the Office of the City Manager, shall review possible actions to reduce traffic congestion and air pollution.

#### **ACTIONS:**

The City shall file a Congestion Management Plan by August of 1992 or forfeit gas tax funds.

The City shall participate in the Alameda County Economic Development Advisory Board's analysis of alternative responses for Bay Area traffic congestion management and air pollution reduction.

### Goal 4

Develop a sense of pride in all citizens regarding Oakland and our neighborhoods.

### **OVERVIEW**

Mayor Elihu M. Harris stressed the importance of citywide "housekeeping" in his 1992 State of the City address: "Oakland is our home. The rules we apply to our own households must apply to the way we treat our city. For starters, just as we expect our own home to be clean, we want Oakland to be the cleanest city in America. We mean clean. Oakland is our home, not a dumping ground. If you agree to do your part the City will help...."

The task force realized that citizens gain when Oakland is clean, healthy and attractive. The Mayor appointed a "We Mean Clean" Task Force in August 1991 to review existing programs for, and challenges to, keeping Oakland clean. The Neighborhood Revitalization Task Force reinforced the work of "We Mean Clean" to involve

citizens rather than relying on public agencies to maintain a clean city. The task force focused on educating the community, especially young people, about the importance of a clean environment. Objectives address community involvement in cleanup and enforcement activities and skills training to maintain and improve individual households.

#### STREET CLEANUP

Programs which clean streets, remove graffiti and illegal dumping and eliminate blight in our neighborhoods involve almost every City department. Regular street sweeping keeps trash out of the gutters (and fines for street sweeping parking violations provide a source of revenue). Community volunteers are important to cleanup efforts and a Neighborhood Cleanup program can expand and coordinate education and cleanup activities. The Plan also explores increasing City revenue sources for cleanup and blight removal activities.

#### RECYCLING

The Waste Reduction and Recycling Commission recently drafted recommendations for residential curbside recycling. The Commission's goals are to reduce the waste going into landfill, meet city, county and state mandates, and provide cost-effective recycling for Oakland. With nearly one third of Oakland's waste generated by residents, diverting and reusing as much waste material as possible can significantly reduce the total waste stream. For the long term, the City continues to encourage source reduction and reuse of discarded materials. The commission was recently replaced by the Environmental Affairs Commission, whose broader scope includes other environmental issues.

#### HOME MAINTENANCE

Well-maintained homes and gardens are important Oakland assets. Appearances reflect how a home owner or landlord feels about a neighborhood and its residents. The City's Housing Code has requirements for repair and maintenance to

#### HOME RUN:

Clean up all existing illegal dump sites.
Through monitoring, all future illegal dumping should be cleaned up in 5 days. Establish a minimum of 12 neighborhood cleanups.

protect the health and safety of the occupants. In addition to developing new housing units, the Housing Division of OCD is committed to conserving the City's existing housing stock by enforcing the Housing Code. It administers Housing Maintenance and Improvement Loans and other financial assistance, help homeowners repair and rehabilitate their property. "Rehab Right," a home rehabilitation guide published by the Oakland City Office of Planning and Building, and related home assistance programs should be utilized more extensively. The task force recognized that other agencies and private organizations offer assistance to homeowners, and these programs must be available to more property owners.

### **OBJECTIVE 1**

The Office of Public Works, Office of Community Development and Oakland Scavenger Company shall provide citywide, regularly scheduled, equitable trash pickup, neighborhood cleanups, and street sweeping.

#### **ACTIONS:**

By July 1992, the Office of Public Works shall increase street sweeping of neighborhood areas to a minimum of twice a month (in areas not exempted from the program) and earmark revenues generated from enforcement of controlled parking to sustain the street cleaning program and enforce illegal dumping laws.

### **OBJECTIVE 2**

Graffiti, illegal dumping, bill posting, billboards, blighted properties, vacant lots, and abandoned vehicles shall be abated, and laws strengthened and enforced through cooperation between the City and the community.

#### ACTIONS:

By September 1992, the Office of Public Works shall notify (possibly through a utility billing) all property owners and merchants of City ordinances regarding cleaning sidewalks and gutters.

By October 1992, the City Manager's Office shall explore using Oakland Redevelopment Agency funds to remove blight (such as removing graffiti, posters, and litter and expanding sidewalk and gutter cleaning). Non-profit service and community organizations, and schools shall organize a corps of "Trash Police" similar to Detroit's "Youth on the Edge of Greatness" program, which trains children to keep neighborhoods clean.

By December 1992, the City shall have a program in place to increase the involvement of volunteers and court assignees assisting with area clean-up and street sweeping. The Court Commissioners shall include community service as part of sentences for violators of litter, dumping and vandalism codes.

By December 1992, the Environmental Affairs Commission shall encourage the cooperation of major public and private agencies in developing an action plan to abate illegal dumping, graffiti, and other blight on their properties and holdings. Agencies shall include, but not be limited to AC Transit, Caltrans, railroads, Pacific Bell, BART, PG&E, Alameda County Flood Control District, East Bay Regional Park District and EBMUD.

By January 1993, the City Attorney's office shall draft revisions to the penalty structure for illegal dumping for approval by the City Council. Revisions shall include:

Assigning a higher percentage of the court-assessed penalties received directly by the City of Oakland.

Levying the highest possible fines.

By July 1993, civilian city workers shall be deputized to issue or mail citations to citizens for violating City ordinances regarding graffiti, litter and posters. As part of this program, the City shall establish a reward fund to pay for photo evidence of offending dumpers (such as traceable license numbers).

By September 1993, the Environmental Affairs Commission shall implement a Neighborhood Cleanup program, which can include:

- Sending representatives to neighborhood meetings to describe cleanup/blight abatement programs and broaden volunteer activity and participation.
- Providing information on other communities' efforts to clean their cities.
- Expanding neighborhood improvement activities using the WORD Patrol and MacArthur Coalition as models for other neighborhoods.
- Planning neighborhood clean-up programs with schools and churches.
- Encouraging more organizations and youth groups to participate in City Adopt-A-Spot and Caltrans Adopt-A-Highway programs.
- Involving businesses in the Central Business District and neighborhood commercial districts in ongoing cleanup activities, such as graffiti and poster removal, and mural projects.
- Serving as a "sounding board" to review neighborhood cleanup problems, formulate solutions with staff, and accept and develop new program suggestions.

### **OBJECTIVE 3**

The Environmental Affairs Commission and business and community organizations shall develop and coordinate recycling and waste removal activities in Oakland.

#### **ACTIONS:**

By Spring 1992, the Oakland Scavenger Company, recycling companies, and the City shall organize an annual residential collection program for bulky waste.

By June 1992, the Office of the City Manager shall develop appropriate implementation measures to address legislation mandating more stringent standards for safety training, maintenance of records and storage and disposal of hazardous material.

By October 1992, the Environmental Affairs Commission and related City and County agencies shall identify programs and promote a site for household hazardous waste collection. Important components in developing the facility are the education of Oakland citizens on the need for such a service; and the security measures proposed to mitigate any negative impact on the surrounding community.

By November 1992, the City shall fully implement the proposed Residential Curbside Recycling Program.

The Environmental Affairs Commission shall encourage a recycling program for business offices. By December 1992, Public Works recycling staff and City purchasing staff shall create an educational publication with information on waste reduction, recycling programs and contractors, and recycled products procurement for business sites.

By December 1993, the Environmental Affairs Commission, City staff, and the garbage removal contractor shall investigate the feasibility of locating a new solid waste transfer station within city limits. The study shall address the need for a facility, and consider economic factors, preliminary siting, permit issues, and other constraints.

The City shall:

- Provide staffing and equipment for accepting all trash and debris.
- Institute a system of fees and vouchers, providing

HOME RUN:
Implement a citywide residential curbside recycling program with 60% of households participating, and increase commercial recycling by 3%.



controls and economic incentives for properly delivering debris to the transfer site.

By January 1994, the Environmental Affairs Commission shall identify measures to encourage recycling, such as school-based recycling centers, and buyback centers in under-served neighborhoods.

The City Council and Office of Public Works, together with the Alameda County Home Composting Education Program, shall expand their composting program for backyard and publicly-generated yard waste.

### **OBJECTIVE 4**

The Office of Community Development, Oakland Public Library, and the Office of Public Works shall coordinate, facilitate and promote educational programs in home maintenance, home improvement skills, and neighborhood maintenance responsibilities.

#### **ACTIONS:**

By March 1993, the Oakland Scavenger Company shall sponsor the printing and distribution of the "We Mean Clean" brochure, and send periodic cleanup tips and activities to Oakland customers with its regular mailings.

By June 1993, the Office of Community Development, the Oakland Public Library and private groups (such as the Owner Builder Center) shall inventory and publicize all public and private home maintenance and improvement skills programs available in this area. By June 1993, the City Office of Planning and Building, Office of Economic Development and Employment, and Office of Community Development shall establish "Rehab Right" programs, providing design assistance and referral services which encourage retention of character-defining elements of older properties. These programs shall also provide rehabilitation training and technical assistance to teach property owners and recipients of City loans the craft skills necessary for the sensitive rehabilitation of older properties.

By September 1993, service organizations, schools, training centers, and building professionals shall develop curricula on maintaining a clean city and create a basic maintenance skills training program for young adults.

### **OBJECTIVE 5**

The City shall evaluate its service performance measurement and find resources to maintain its deteriorating physical infrastructure.

#### **ACTIONS:**

The Office of the Mayor shall work with the Alameda County Economic Development Advisory Board and the League of California Cities to lobby for changes in state and federal legislation that helps municipalities maintain their physical infrastructure.

Community groups and the Chamber of Commerce shall review and evaluate the City's performance measurement system, focusing on productivity, cost, and progress towards established goals.

### Goal 5

**Enhance and preserve Oakland's natural** 

environment and recreational opportunities.



#### **OVERVIEW**

Preserving open space and maintaining and improving park lands is an important issue to Oakland residents. The passage of the General Obligation Bond for open space and park improvements underscored the need to provide parks and open space for the community.

#### COMMUNITY ACCESS TO OPEN SPACE

With rising land costs and decreasing parkland, one option for maintaining the remaining open space is to establish a permanent greenbelt. The task force explored ways to increase access to park facilities and open areas in all neighborhoods. There is no current inventory of vacant land. Identifying, mapping, and classifying large undeveloped parcels can help determine which provide the best potential as open spaces.

#### **COMMUNITY INVOLVEMENT**

The task force goals include objectives related to educating the public about the care and maintenance of the parks. By expanding the park system, Oakland can protect habitat for plants and animals. Developing a master trail plan and interlinking the trail and park system can offer more access to City and District Parks.

#### ACCESS TO SCHOOL FACILITIES

While school grounds currently are not open tothe community, the City and the Oakland Unified School District can negotiate agreements for use of facilities and sites after school hours. This can include improving and landscaping school grounds, including school sites for community recreational use, and enhancing open areas as park grounds. Environmental education programs can be developed with the help of the Parks and Recreation Department and introduced into student curricula. Oakland is located in a beautiful natural location, set between the Bay and the hills with creeks, connecting trails, open areas and parks. The Neighborhood Revitalization Task Force focuses on expanding, connecting, and maintaining Oakland's open space areas, ensuring their preservation for future generations.

### **OBJECTIVE 1**

The Office of Parks and Recreation, the Real Estate Division of the Office of Public Works and the Oakland Unified School District shall assess the use of City- and school-owned land parcels for park and recreation development.

#### **ACTIONS:**

By November 1992, the consultants preparing the OSCAR shall inventory and assess options for surplus Port properties, and city land holdings listed with the Office of Public Works Real Estate division, school sites, and major privately-owned open spaces.

By January 1993, the OSCAR advisory committee shall review and assess the inventory of vacant land for potential use as open space or recreational sites, with emphasis on correcting any existing inequities among Oakland neighborhoods.

By June 1993, the Office of Parks and Recreation and the Oakland Unified School District shall adopt a policy considering public school grounds and facilities as resources for Parks and Recreation, and complete a plan to landscape and transform certain school grounds for general recreational use. The Plan shall also address the need for increased staffing and after-school programs at school recreational facilities.

### **OBJECTIVE 2**

The Office of Parks and Recreation and the Office of Planning and Building shall encourage community involvement in neighborhood park development, design, and maintenance.

#### **ACTIONS:**

By August 1993, the Office of Parks and Recreation shall expand the Recreation Center Advisory Councils or establish an "Adopt-a-Park" program for every City park.

By March 1994, volunteer groups, schools, seniors and the Office of Parks and Recreation shall create a program of Neighborhood Gardens on available vacant lots and school grounds. The program can identify volunteers to train teams of children and teens in basic gardening skills.

### **OBJECTIVE 3**

The Office of Parks and Recreation, in conjunction with local open space advocacy groups, shall inventory and encourage the protection of open space and parks, creeks and wetlands, and historically significant sites.

#### **ACTIONS:**

By June 1993, the Port of Oakland, the Bay Conservation and Development Council, the Urban Creeks Council, and the Alameda County Flood Control and Water Conservation Department shall develop a 5-year plan to preserve and restore creeks and wetlands in Oakland. This plan shall:

- Map existing creeks.
- Encourage local organizations to investigate funding for restoring and maintaining aboveground portions of creeks as neighborhood open spaces.
- Link Oakland's trail and creek systems to our park system.

By January 1994, the Office of Parks and Recreation, City Office of Planning and Building and Community Advisory Committee shall complete a Master Plan for all the parks around Lake Merritt. This plan shall focus on the possibility of integrating the system into a single park and consider issues such as rerouting 12th Street under-



ground, and developing the surface level as parkland.

By September 1995, the City Council shall adopt a revised Watercourse Protection Ordinance which includes guidelines on creek management goals and enforcement procedures (as recommended by the 1990 creeks coalition study).

The OSCAR shall include a policy statement which specifies that Oakland's public and quasi-public open spaces shall be regarded as a public trust and which stipulates that the City shall ensure "no net loss" of such spaces in Oakland.

### **OBJECTIVE 4**

The Office of Parks and Recreation, the Office of



Public Works, and the Transportation Advisory Commission, in cooperation with transportation agencies, shall develop and implement a plan for landscaping and improvements such as lighting and signs along streets, transportation corridors, highways, and gateways.

#### **ACTIONS:**

By September 1992, the Community Advisory Council of the State/Local Coalition for Reconstruction of the Cypress Freeway, and Caltrans, shall develop and implement a comprehensive plan for landscape enhancement in residential areas beyond that specified in the EIR, including early tree planting and seeding.

By June 1993, the Office of Public Works, the Office of Parks and Recreation, the Cultural Arts Division, and a community advisory committee, shall develop a Five-Year Gateway Program, enhancing entry points into Oakland with signs, landscaping, public art and lighting.

By June 1993, the Office of Public Works shall secure funding for construction of a soundwall along I-980 between 27th and 32nd Streets, to minimize the noise of increased traffic rerouted from the collapsed Cypress Freeway.

By September 1993; Park Services, together with ACORN (Ad-hoc Council on Replanting Needs), the Oak Foundation, Re-Leaf, the Community Development Districts, and other citizen groups shall develop a Reforestation Action Plan, increasing planting in neighborhood parks and schools.

By July 1994, City agencies, EBMUD and PG&E, working with the hills residents' Phoenix organizations and ACORN, shall implement the revegetation proposals from the Fire Rebuilding Task Force.

The City of Oakland shall support and act to accomplish construction of a "Bay Trail" along the Oakland shoreline.

### Goal 6

# Enhance and preserve Oakland's architectural and cultural heritage.



### **OVERVIEW**

An active and successful historic preservation program fosters civic pride by improving our city's physical appearance, and helping maintain the economic viability of older neighborhoods and commercial zones. "Historic preservation" refers to the process of recognizing and preserving the defining features of buildings and sites with special historic, cultural, aesthetic, architectural, or other value. The historic value of buildings and other facilities is judged on the basis of visual design or quality (such as beauty or rarity), and historic association with people or events. The City also considers the context of a building or site, and its importance to a district's historic pattern of development.

### **GATHERING INFORMATION**

To establish an effective historic preservation program, properties which warrant preservation must be identified. The typical process is an historic and architectural survey or inventory. In Oakland, such an inventory must identify properties and historic preservation development opportunities. It also must evaluate properties with historic preservation potential according to clearly defined criteria. An inventory provides a tool to help property owners identify potentially controversial development proposals. Additionally, the City can provide incentives and recognition for preservation efforts. An important longer-term goal is completing a detailed and comprehensive Intensive Survey, listing historic properties for the entire city.

### **ENCOURAGING PRESERVATION EFFORTS**

For successful historic preservation efforts, the City must develop and promote preservation regulations which maintain an appropriate balance between preservation and other objectives. Economic benefits and other incentives can encourage property owners to accept the regulations and initiate preservation activities. It is important to have a predictable degree of protection for properties designated as historically significant.

### FINANCING HISTORIC PRESERVATION

Sufficient financial resources are key to determining whether Oakland's historic preservation efforts succeed. The public sector may choose to make funds available for historic preservation if private financing is insufficient. In Oakland, the real estate market limits the availability of private bank loans for historic preservation projects.

#### **PUBLIC AWARENESS**

An historic preservation program is most effective when backed by broad community support. Support is especially important among property owners and developers, since their investment decisions directly affect these properties. They are more likely to engage in historic preservation if they understand the importance of preserving older buildings and know about preservation incentive programs. Once the distinctive design of a structure is recognized, developers need access to specialized technical knowledge and materials needed to rehabilitate older buildings.

#### ETHNIC HISTORY AND CULTURE

Oakland's past reflects the diversity of its people, and the task force recognizes the contributions of many cultures in the city's development. The final objective calls for identifying resources which celebrate the past and future of Oakland's many ethnic and cultural minorities.

### **OBJECTIVE 1**

Continue the processes which provide information necessary to develop and implement the City's historic preservation programs.

#### **ACTIONS:**

By June 1993, the Oakland Cultural Heritage Survey staff shall complete a citywide Reconnaissance Survey, evaluating and photographing structures of significant historic value. The Survey shall complete an intensive survey of one or more of the highest priority neighborhood commercial revitalization target areas.

By June 1993, the City shall support legislation establishing a State Register of Historic Resources.

By June 1993, the Office of Planning and Building shall establish a preliminary database of all significant historical properties in Oakland.

By June 1995, the Office of Planning and Building shall complete an intensive survey of priority areas identified through the Reconnaissance Survey of Oakland's historic buildings and sites.

### **OBJECTIVE 2**

Develop and implement legal, administrative and regulatory policies and procedures which shall encourage historic preservation activities.

#### **ACTIONS:**

By September 1992, City-sponsored or assisted projects shall be selected and designed to avoid or minimize adverse effects on existing landmarks or properties with historical or architectural significance, and to promote preserving and enhancing them.

By September 1992, the Office of the City Manager, Office of Planning and Building, Office of Economic Development and Employment, and Office of Community Development shall develop and announce a standard condition for City assistance contracts involving existing or potential designated properties, and require that designation initiation begin for these properties, for the highest designation for which they are eligible, prior to project funding.

By January 1993, the Office of Planning and Building shall investigate extending existing design review fee waivers for landmarks to properties contributing to preservation districts and for relocation of historic buildings to vacant parcels in preservation districts. By January 1993, Development Services shall complete an investigation of waiving or reducing building permit fees for design review applications on these properties.

By January 1993, the City Council shall establish and announce a program for executing Mills Actontracts to reduce tax assessments for landmarks and preservation district properties.

By January 1993, the City shall produce a written administrative instruction directing application of the State Historical Building Code to landmarks, preservation districts, heritage properties, and other qualified historic structures.

By January 1993, the City shall adopt a policy which encourages giving first consideration to historic properties when seeking additional office or facility space.

By September 1993, the City shall identify cityowned properties, including city parks, open space and facilities, eligible or potentially eligible for Landmark, Preservation District, or Heritage Property designation and consider initiating designation of these properties.

### **OBJECTIVE 3**

Increase the amount of financing available and accessible for historic preservation activities in Oakland.

#### **ACTIONS:**

By June 1993, the Office of Planning and Building, Office of Economic Development and Employment, and Office of Finance shall investigate the possibility of establishing a Marks Historic Rehabilitation Bond program for acquiring, rehabilitating, and, where necessary, relocating landmarks, properties contributing or potentially contributing to preservation districts, and heritage properties.

The Office of Planning and Building shall ensure that unreinforced masonry (URM) seismic retrofit programs give special consideration to approximately 350 historic URM buildings.



### **OBJECTIVE 4**

Improve the availability of information designed to increase public awareness of historic preservation and to assist historic preservation efforts in Oakland.

#### **ACTIONS:**

By January 1993, City departments concerned with historic preservation efforts shall establish a central office for disseminating information regarding historic preservation in Oakland.

By January 1993, the Oakland Heritage Alliance and Oakland Chamber of Commerce, in cooperation with concerned City agencies, shall explore the possibility of establishing an "Oakland Historic Preservation" awards and landmark plaque programs.

By September 1993, the Oakland Unified School District, in collaboration with local historic, architectural, and cultural organizations, shall introduce a "Visual Literacy" curriculum in the schools. This curriculum shall teach students to appreciate Oakland's architecture, geography, and architectural history.

### **OBJECTIVE 5**

Preserve and recognize the culture and history of Oakland's diverse racial and ethnic groups.

#### **ACTIONS:**

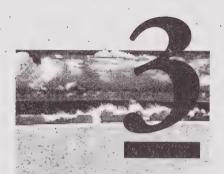
By June 1993, the Historic Preservation Task Force, in cooperation with citizens' organizations in Oakland, shall complete an investigation of potential historic preservation resources which interpret, recognize, and celebrate the histories and/or cultures of Oakland's racial and ethnic groups.

### **TASK FORCE VISION**

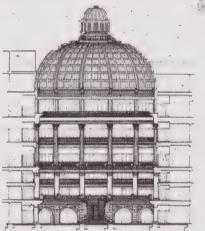
"Oakland shall create and support an educational environment which provides and promotes superior lifelong learning opportunities for all of its people."

### **TASK FORCE MISSION**

"The Education and Lifelong Learning Task Force will develop strategies to create excellence in our education system, lifelong learning, coordinated youth services and multi-cultural appreciation."



# and LIFELONG



"I want us all to compromise with each other. I want the war to stop. I want the youth to come together. I want them to put down their weapons and pick up the books."

Participant Festival at the Lake

#### INTRODUCTION

Education and lifelong learning encompass a wide range of education, job training and personal development opportunities, including:

- Public and private primary and secondary schools.
- Public and privately supported pre-school programs.
- Community college programs, including preparation for 4-year colleges, vocational education, and self-enrichment.
- Adult education, vocational training, on-the-jobtraining and apprenticeship programs, whether provided by public or private institutions, labor unions, or private employers.
- Public and private college curricula, including undergraduate and graduate education, and activities for career enhancement and self-enrichment.
- Programs which teach social, economic, health or life-enrichment skills.
- Programs offered by facilities such as the Oakland Public Library, The Oakland Museum, and public science centers which provide vehicles for self-improvement or cultural enrichment.

In recent years, significant efforts were directed toward improving educational opportunities in Oakland, particularly in the public primary, secondary and post-secondary systems. These include the work of the Commission for Positive Change and the Marcus Foster Educational Institute. The Education and Lifelong Learning Task Force did not replicate these efforts. Instead, the task force goals, objectives and strategies improve the linkages among Oakland's many education and lifelong learning resources, and expand resources beyond those offered through public educational institutions.

Key features of the task force's goals, objectives and strategies include:

- Linking education and economic development.
- Linking education and supportive programs.
- Linking education, personal development and employment opportunities.
- Increasing Oakland's life enrichment opportunities.
- In March, 1992, the Mayor's Education Cabinet and Mayor's Education Advisory Council completed an Education Agenda consisting of programs addressing improved learner achievement through youth development activities, job training partnerships, understanding and respecting diversity, and expanding literacy. The Education and Lifelong Learning Task Force's goals, objectives and strategies mirror many aspects of this program.

Ensure the adequacy and effective utilization of resources for education and lifelong learning.

#### **OVERVIEW**

This goal focuses on improving the availability of public and private resources for education or lifelong learning opportunities in the community. These are not limited to public education budgets, but include City and Redevelopment Agency funded programs, private training activities, federal funds, and in-kind contributions.

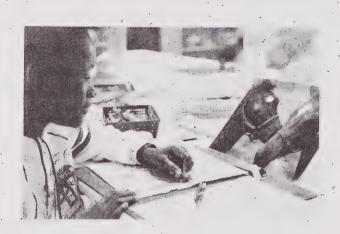
#### **FUNDING FOR EDUCATION**

State funding of public schools and supportive programs, such as early childhood development, fails to address the special needs of a city with a high degree of poverty. To the extent that federal funds are available for training and supportive programs, the area's congressional representatives and legislative advocates must help identify new sources of funding for programs such as training, day care and early childhood development.

Conditions which determine the use of many federal and State funding sources impair coordination and can result in duplication. To eliminate this problem, Oakland can identify and analyze supportive or complementary services which enhance effective educational resources.

#### **PUBLIC-PRIVATE PARTNERSHIPS**

The Plan addresses supplementing public resources and institutional opportunities through local businesses and industry participation. Apprenticeships and on-the-job training opportunities enhance the success of formal educational programs. Additionally, local businesses can participate in public schools. For example, the University of California allows employees to assist in elementary classrooms, and The Clorox Company donates financial support for school volunteer programs. Employers can increase the success and availability of training opportunities by implementing flexible work schedules, tuition support, and child-care allowances.



# **OBJECTIVE 1**

Oakland's representatives in the State Legislature shall introduce and support measures which place California among the top ten states in funding per student.

#### **ACTIONS:**

By December 1992, the State legislative advocates representing the City, public school districts, and community colleges shall formulate a legislative agenda for improving local educational funding, and present this agenda to the Education and Lifelong Learning Coordinating Council (formed in conjunction with Goal 2) for review.

By March 1993, legislative advocates representing the City, Oakland Unified School District (OUSD), and Port of Oakland in Washington, D.C. shall advise the Education and Lifelong Learning Coordinating Council (ELLCC) of potential federal fund sources for local education, training and supportive programs, and present strategies for obtaining these funds.

# **OBJECTIVE 2**

The ELLCC shall review the availability and use of resources for education and lifelong learning by all public agencies, and propose measures to achieve the most effective and creative use of public funds for these purposes.

#### **ACTIONS:**

By January 1993, the ELLCC staff shall develop a matrix identifying the sources and existing uses of public and private funding. These include presently existing sources and those which could be made available for education and lifelong learning, by direct or indirect support of public educational institutions (including pre-school, primary and secondary schools and community colleges), job training, vocational and apprentice-ship opportunities. The matrix shall include programs and services (such as day care and financial support), which support an individual's participation in educational or training opportunities and

ensure the safety and security of the institutions. The matrix also shall indicate legislative and policy limitations on the use of funding sources.

By June 1993, the ELLCC shall convene a subcommittee of educational providers to review the funding matrix to identify duplication of funding efforts, improve cooperation and coordination, and ensure maximum utilization of available funds.

# **OBJECTIVE 3**

The ELLCC shall develop private and public sector partnerships to support and provide education and lifelong learning opportunities.

#### **ACTIONS:**

By October 1992, the ELLCC shall form a subcommittee of labor and business leaders to identify ways to improve job training, apprenticeship and employment opportunities, and forward recommendations to the responsible agencies.

Coordinate education, job training and vocational efforts from early childhood through adulthood, ensuring the most creative, effective and efficient use of public and private resources.

# **OVERVIEW**

This section concerns improving the coordination of job training and vocational efforts in Oakland to help an individual make successful transitions from early childhood education through vocational preparation. In addition, this can provide an individual with necessary support, such as mid-career retraining.

#### A COORDINATING COUNCIL

The Plan calls for the formation of the Education and Lifelong Learning Coordination Council (ELLCC). In March 1992, the Oakland City Council approved the formation of such a coordinating council by consolidating the City/Schools Partnership Committee, the Mayor's Education Cabinet, and the Mayor's Education Advisory Committee.

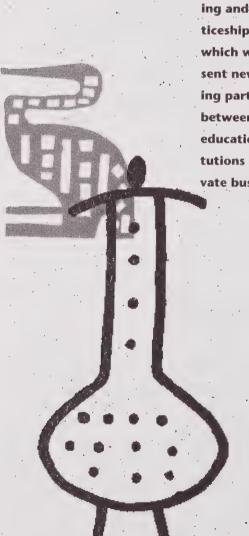
#### SHARING RESOURCES

The task force recommended developing a work program which increases the coordination of education and lifelong learning resources. A key aspect of the Mayor's Education Agenda, developed in March 1992, calls for improving coordination and sharing of resources among public agencies, especially after school activities and early childhood programs; teen pregnancy prevention and counseling; school safety; literacy; and job training and referral.

# **OBJECTIVE 1**

The Mayor shall establish an Education and Lifelong Learning Coordination Council (ELLCC) to develop a program enhancing the







cooperation of public and private providers of education and training opportunities.

#### **ACTIONS:**

By July 1992, the Mayor shall propose the structure and composition, define the role, and describe the nature and source of staff support for the ELLCC.

By July 1992, the Oakland City Council shall authorize funding to support the ELLCC.

By September 1992, the ELLCC shall convene.

# **OBJECTIVE 2**

The ELLCC shall develop a first-year work program and define methods for increased cooperation and coordination among public and private providers of education and training programs.

#### **ACTIONS:**

By November 1992, the ELLCC shall define an initial work program and form appropriate sub-committees.

By June 1993, the ELLCC shall review its composition and operating methods, and form recommendations for changes or improved operations.

By September 1993, the governing boards of the City, public educational institutions and the Oakland Chamber of Commerce shall review the ELLCC's recommendations, and advise the Mayor regarding suggested changes in the . ELLCC.

By September 1993, the Oakland Unified School District and the Peralta Community College District shall implement a program which facilitates cooperation in the education and vocational training of Junior and Senior High School students.

# Produce graduates who have the ability to compete in the job market.

#### **OVERVIEW**

Career-oriented education relies on a linkage between education and the workplace. Several objectives support efforts such as the Oakland Public School Academies, community colleges and vocational education, Private Industry Council and the Alameda County Education Workforce Project, which improve the potential for local businesses and industries to employ residents.

This goal addresses primary, secondary, and posthigh school institutional education, linking the results of current educational, vocational and jobtraining programs to a student's ability to successfully obtain employment.

#### LIFE CIRCUMSTANCES

The success of formal education and training programs relies on external factors such as early childhood education and the availability of daycare and after school activity programs. The first objective aims to improve learning among students with challenging life circumstances or living situations. One method of accomplishing this is to strengthen the linkages between various agencies (many of which have no direct role in education). The Mayor's Education Agenda emphasizes the need-to improve after school programs, early childhood development, and teen pregnancy prevention and counseling programs. The ELLCC, as designated lead agency due to its broad-based membership, can achieve such coordination.

#### CRITICAL THINKING

The Plan addresses the need to instill problemsolving and critical-thinking skills into the educational process. These skills help students enhance not only their vocational opportunities but their everyday-living situations as well.

#### TRAINING TEACHERS

Attracting and developing highly skilled teachers is another priority. A recent Oakland Unified School District planning report identified several recommendations related to this issue, including improving staff development opportunities, establishing teacher career ladder systems, and involving teachers in policy making and curriculum development. Additionally, the Mayor's Education Agenda recommends creating a "Professional Development School."

#### **EDUCATION AND EMPLOYMENT TRENDS**

Both the Expanded Economic Base and the Education and Lifelong Learning Task Forces identified goals which affirm the importance of local employers' stake in the success of public education programs.

It is important to adapt the curricula to the trends in the local employment market, particularly changing technological requirements. The Expanded Economic Base Task Force originally defined this objective, reflecting the task force's concern with the transition from the classroom to the workplace.

The California State Employment Development Department is an important source of local employment market data. The Alameda County Education Workforce Project is conducting a study to refine data and define the local economy's employment trends. This analysis can help focus education and training programs to support Oakland's economic development.



HOME RUN:
Using internships
and trainee
opportunities, establish a model program within
the City of Oakland
that helps students
make transitions
from public secondary schools and
community colleges
into the workplace.

# **OBJECTIVE 1**

The ELLCC shall develop a program enhancing collaboration between public and private institutions to offset the effects of life circumstances that can hinder a student's learning ability.

#### **ACTIONS**

By September 1992, Head Start and other early childhood education programs shall expand to improve the success of primary education in Oakland.

By September 1992, after school programs shall expand to provide students with productive, safe and healthy environments to complement their formal educational experience.

By January 1993, the City of Oakland Child Care Commission shall outline action plans for child care, sick-child care, and day care for elderly parents/dependents designed to support the success of participants in vocational education and job training programs.

By April 1993, ELLCC shall document and distribute a directory of public, private and non-profit services and models, which offset the effects of life circumstances which can hinder a student's learning ability.

# **OBJECTIVE 2**

The ELLCC shall encourage public and private educational institutions to use curricula which develop the learner's critical and higher-order thinking skills.

#### **ACTIONS:**

By June 1993, the Oakland Unified School District shall evaluate the District's fulfillment of the State of California's mandate for critical thinking skills.

# **OBJECTIVE 3**

Oakland's educational institutions shall attract, train, and support a sufficient number of qualified teachers.

#### **ACTIONS:**

By March 1993, the ELLCC shall consult with Oakland educational institutions to evaluate using community resources to help the educational institutions attract, train and support sufficient numbers of qualified teachers.

# **OBJECTIVE 4**

Oakland's education and training institutions shall undertake programs which teach computer and other technological skills, to enhance the learner's present and future employability.

#### **ACTIONS:**

By January 1993, the ELLCC shall evaluate the opportunities for primary and secondary students and adults to develop and use technological and computer literacy skills.

By June 1993, the ELLCC shall consult with the Oakland Unified School District, Peralta

Community College District, the Oakland Public Library, and other relevant agencies to evaluate the resources required to improve opportunities to develop and use technological and computer literacy skills.

# **OBJECTIVE 5**

The ELLCC shall encourage development and use of current relevant information regarding employment opportunities and trends to maximize local employment of Oakland residents.

#### **ACTIONS:**

The ELLCC shall encourage efforts such as those of the California State Employment Development Department, Northern Alameda County Alliance, and Alameda County Education Workforce Project, which systematically analyze and distribute information regarding employment trends. The ELLCC also shall encourage public secondary and post-secondary educational institutions to use such data in planning curricula.

The Oakland Unified School District shall use programs like the Academies program, to identify projected job needs and provide training and access to jobs in the local employment market.

By April 1993, the Office of Personnel Resource Management shall inventory all existing job internships/training opportunities within City departments, and analyze entry points for job training and development.

# Goal 4

Promote understanding and respect for the values of cultural diversity.

# **OVERVIEW**

TEACHING RESPECT FOR CULTURAL DIVERSITY

Oakland's cultural and ethnic diversity represents an important challenge to our schools, which need to accommodate a wide variety of languages and cultural values. It also presents an important advantage, as it yields a rich variety of experiences. Oakland's diversity prepares its residents for a place in the "global community."

The Plan emphasizes the need to teach respect and appreciation for cultural diversity. It also encourages the city's educational and lifelong learning programs to take advantage of the community's diversity.





#### REMOVING LEARNING BARRIERS

Many learning barriers result from language and cultural differences. There are many newly arrived immigrants in our city and schools, and educational programs must make sure their programs are accessible and understandable to newcomers. Additionally, citizens must work actively to resolve conflicts which can arise among groups in the community. This year, the City of Oakland began forming a Human Relations Commission to address inter-group conflict. Many of the Building Coalitions Task Force goals target these concerns.

# **OBJECTIVE 1**

Oakland's education and lifelong learning programs shall create learning experiences that broaden the learner's understanding and appreciation of cultural differences.

#### **ACTIONS:**

The ELLCC shall encourage primary, secondary and post-secondary educational institutions to develop and promote programs which increase community awareness and appreciation of ethnic and cultural diversity. These include using The

Oakland Museum, Festival at the Lake, Oakland Public Library, and community radio and television programming.

# **OBJECTIVE 2**

Oakland's education and lifelong learning programs shall strive to remove learning barriers resulting from misunderstandings due to students' language and cultural differences.

#### **ACTIONS:**

Each primary and secondary school shall be encouraged to organize a diverse team of parents, teachers, administrators and students to develop a plan to help participants understand the values and benefits of cultural diversity, improve individual and group relations, and resolve and reduce conflicts.

# Goal 5

# Eradicate illiteracy.

# OVERVIEW

Eradicating illiteracy is a major goal of the community, as reading is the most important skill for achieving a productive life in contemporary society. The task force envisions a city where the ability to read is as important as the right to food, shelter and vote. The Mayor's Literacy Advisory Council and the Oakland Literacy Foundation presently are defining a comprehensive program to coordinate and assist the efforts of local agencies to improve our community's literacy skills. These efforts include cooperation between the City and the Oakland Unified School District on such projects as the "Library Card Registration Campaign," "Reading Workshop for Parents," "Kids Who Read Succeed" (a preschool-through-high school program held May 1992), and a public library project to update reading instructional materials. In addition, the Literacy Conference, a citywide event, will be held in September 1992 to begin a year-round "Learning to Read" campaign.

#### **HOME RUN:**

Produce 1,000 new readers through a city-wide, year-round literacy program involving churches, non-profit organizations, businesses and the City.

# **OBJECTIVE 1**

The Mayor shall create a Mayor's Literacy Advisory Council and Oakland Literacy Foundation which, in conjunction with the Oakland Literacy Consortium, shall develop and implement a comprehensive literacy plan for Oakland.

#### **ACTIONS:**

By July 1992, the Mayor's Literacy Steering Committee shall define the role and duties of the Mayor's Literacy Advisory Council and the Oakland Literacy Foundation.

By August, 1992 the Mayor shall establish the Mayor's Literacy Advisory Council, and the Oakland Literacy Foundation.

By October, 1992 the Literacy Consortium, Mayor's Literacy Foundation, and the Literacy Advisory Council shall adopt a 3-year comprehensive plan, and identify resource sources.

# **OBJECTIVE 2**

The Oakland Literacy Consortium shall organize and promote literacy activities during the year, promoting and enhancing literacy in Oakland.

#### **ACTIONS:**

By May 1992, the Consortium shall organize a Summer Reading Day Camp in Oakland, providing Oakland's youth with new opportunities to experience reading.

By September 1992, the Oakland Literacy Consortium shall convene a Literacy Conference for disseminating, developing and implementing the comprehensive literacy plan.

By September 1992, the Oakland Literacy Consortium shall establish a citywide Learn-to-Read program.

By September 1992, the Oakland Literacy Consortium shall publish a directory of literacy programs in and around Oakland that enable the non-reading public, businesses, corporations, government agencies, and non-profit organizations to identify reading programs for those needing tutoring and other assistance learning to read.



Prepare individuals to appreciate life

enrichment opportunities and participate

in community and civic affairs.



#### **OVERVIEW**

This goal addresses aspects of education and life enrichment activities which broaden an individual's experience and ability to participate in community and civic affairs.

#### SCHOOLS AS RESOURCE CENTERS

The Plan recommends using school sites for community education and learning activities and health programs, in addition to formal education programs. Expanding after school programs is also recommended as part of the Mayor's Education Agenda.

#### **COMMUNITY ACTIVITIES**

Educational and life enrichment opportunities in the community can reduce isolation and alienation, and encourage participation in community affairs. Oakland has several resources which can help fulfill this objective, including community radio and television, two science centers, The Oakland Museum, the Oakland Public Library, seniors programs, and the Festival at the Lake.

# CHILDREN AND SENIORS LEARNING TOGETHER

Inter-generational involvement allows senior citizens and children to learn together. An example of this is the Inter-Generational Day Care Program in East Oakland.

HOME RUN:
Establish "model"
community
resource centers at

a minimum of

four school sites.

# **OBJECTIVE 1**

The ELLCC shall encourage programs which enable public school sites to serve as community resource centers, providing educational, recreational and life enrichment activities for residents of the surrounding neighborhoods.

#### **ACTIONS:**

By October 1992, the ELLCC shall encourage support of legislation which facilitates the use of school sites as community resource centers and shall encourage other initiatives such as the cooperation between the City of Oakland and the Oakland Unified School District, to provide educational and life enrichment programs at school sites before and after regular instructional hours.

# **OBJECTIVE 2**

The ELLCC shall encourage programs which enable people to participate actively in the cultural and civic affairs of the community.

#### **ACTIONS:**

By January 1993, the ELLCC shall encourage learners of all ages to use science and technology centers, such as the Chabot Science Center, and the Lake Merritt Center for Arts and Sciences, and shall encourage the use of such centers in the curricula of public and private primary, secondary and post-secondary educational institutions.

The City of Oakland shall review The Oakland Museum, Oakland Public Library, Festival at the Lake, community radio and television, and other City-sponsored programs to provide Oakland residents with additional educational, recreational and life-enrichment opportunities.



# **OBJECTIVE 3**

Education and lifelong learning programs shall encourage inter-generational involvement in all of their activities, providing mentoring and support systems for youth and senior citizens.

#### **ACTION:**

By January 1993, the ELLCC shall encourage the City to review using senior citizen, health and youth programs sponsored by the City to determine opportunities that can be developed to enhance educational, recreational, and life enrichment for the participants.

#### TASK FORCE VISION

"Oakland is a prosperous, healthy, clean, safe city whose flourishing multi-cultural residents are actively involved in maintaining and improving their individual and community quality of life."

#### TASK FORCE MISSION

"The Safe, Healthy, Drug-Free City Task Force will develop strategies to create a safe, drug-free environment, and to promote community safety, health and human services, and 'environmental quality."



# DRUG-FREE CITY



" I feel there is a sense of energy and optimism about what we can do, if the city takes up the plan, makes it a priority and has it as a road map."

Participant

Festival at the Lake

Increase coordination and availability of,
funding for,
and access to preventive, primary,
and emergency health care.

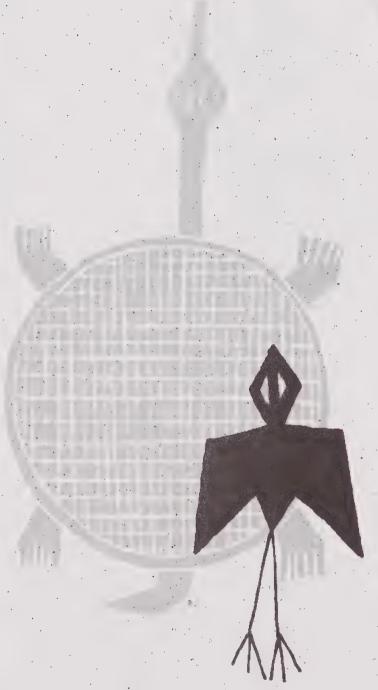
#### **OVERVIEW**

The first step to creating a safe, healthy and drug-free city is ensuring that Oakland residents' health care needs are met. Oakland has above average rates of heart disease, infant mortality and other major health problems (according to the Healthy Start Grant Proposal). Currently, almost 44% of primary health care needs in Oakland are not met. Access to health care and health insurance, early care for pregnant women and children, and limited resources for the provision of care are key issues for Oakland's residents. The task force recommends increasing health care resources, access, and coordination.

Early preventive care is especially important for pregnant women, infants and children at risk for health problems. Between 1984 and 1988, infant mortality in Alameda County was 17.97 per 1,000 live births, with higher rates in some areas of Oakland (Healthy Start Grant Proposal). Timely and appropriate care can reduce infant mortality, improve the health of infants and children, and avoid health problems later in life.

#### ACCESS TO HEALTH CARE

Many residents cannot obtain preventive and primary health care. Emergency care often is their entry point into the health care system. This results in providing expensive services, instead of early, cost-effective treatment. The Plan calls for increasing the capacity of preventive and primary health care services, and delivering these services in the schools and at the community level.



#### COORDINATION

Using limited health care resources efficiently helps guarantee that Oakland residents receive care. The current lack of coordination among the city's many hospitals, clinics and other providers results in duplicated efforts. Implementing strategies for coordinated planning, shared information, and community involvement are essential.

#### **HEALTH CARE RESOURCES**

Adequate health care funding is crucial and ensures that those who need health care services receive them promptly. The task force proposes strategies that the City and County can use to increase funding. In addition to obtaining more funding and expanding resources to meet current needs, the health of the City can improve by increasing knowledge about accessing the health care system.

#### **HOME RUN:**

Develop and implement two model "healthy neighborhood" programs that integrate health, safety, and cleanup strategies.

# **OBJECTIVE 1**

By June 1992, the County of Alameda and the City of Oakland shall begin shifting emphasis from inappropriate use of emergency and urgent care to prevention and primary health care.

#### ACTIONS:

By June 1993, the Department of Health and Human Services, Alameda County Health Services, and Oakland Healthy City shall explore the feasibility of establishing programs similar to Highland Hospital's "Model Neighborhood Program," and identify at least two neighborhoods for a pilot program. Other potential programs include:

Establishing community education outreach (to discuss, for example, AIDS, disease prevention,

back-care, nutrition), and social education programs in areas such as parenting skills, prenatal care, and senior resources.

- Promoting coalitions between public agencies and community groups.
- Revitalizing neighborhoods with cleanup and improved appearance projects.

# **OBJECTIVE 2**

By June 1993, Alameda County shall encourage the coordination of health services, focusing on reducing duplication and redirecting dollars into increased primary and preventive care.

#### ACTIONS:

By February 1993, the Alameda County Health Care Services Director shall bring together the health care provider community and other resources in the city (such as educators and the business community) to develop a 3-year action plan.

By February 1993, the Alameda County Health Care Services Director and the City Health and Human Services Director shall encourage coordination of health services by establishing an information clearinghouse for health care providers.

By June 1993, the Alameda County Health Care Services Agency and Oakland Unified School District shall establish a minimum of three school-based community health clinics.

By June 1993, health care providers, community organizations, PTAs, and the Oakland Unified School District shall establish an annual "Health Fair" at every school site, providing medical education and information on delivery systems and familiarizing children with medical personnel and equipment.

# **OBJECTIVE 3**

By January 1993, the City and County shall increase resources available for preventive care early in life, especially for pregnant women and children at risk.

#### **ACTIONS:**

By January 1993, the City of Oakland shall establish a Healthy Start Program.

By June 1993, a coalition including the College of the Pacific, the Alameda County Dental Association, Oakland Unified School District, and community-based organizations shall establish a Dental Van Service to visit school sites on a regular basis, providing checkups and basic treatment. Service organizations shall seek a donor for the vehicle, raise funds for equipment, and solicit professional volunteers to staff the service until continuing funding is established.

By October 1993, a coalition of Oakland and Alameda County community and health organizations shall organize to lobby for funding to preserve maternal and child health programs such as WIC (Women, Infants, and Children).

On an ongoing basis, the Department of Health and Human Services and the Alameda County Health Care Services Department shall encourage infant and early childhood immunization through repeat parental reminders, education and outreach in clinics and day-care facilities.

# **OBJECTIVE 4**

The City of Oakland shall work to increase revenue for medical care and expand primary care facilities and number of providers.

#### **ACTIONS:**

On an ongoing basis, the City of Oakland, Alameda County and Oakland Unified School District lobbyists shall provide regular reports on current legislation affecting funding for health care. On an ongoing basis, the Office of the Mayor, the City Council, and Oakland Unified School District shall actively promote and support increased federal, state, and county budget allocations for primary health care.

On an ongoing basis, the Office of the Mayor, the City Council, and Oakland Unified School District shall actively promote and support federal and state health reform legislation.

# **OBJECTIVE 5**

By June 1993, the City, County, and community-based organizations shall coordinate to increase access to health care services.

#### **ACTIONS:**

By June 1993, the Alameda County Health Care Services Agency and the City Department of Health and Human Services, in collaboration with local hospitals and community-based clinics and organizations, shall develop a 3-year community outreach plan to educate residents on accessing the health care and insurance delivery system.

The Alameda County Health Care Services Agency and City Department of Health and Human Services shall support the East Oakland "Community Health Improvement Project" (CHIP), and explore the feasibility of replicating the model by June 1993. Important elements include:

- Perinatal monitoring: volunteers track high-risk pregnant clients, provide assistance with transportation, provide childcare during medical appointments.
- Jamani: mentoring support for young men (8 16 years).
- "Block homework:" volunteers monitor and assist students identified as at-risk by teachers at local elementary schools.
- Crisis intervention: professional counseling for children and teens in crisis due to circumstances such as neglect, violence, and abuse.

# Establish health education at all levels, beginning with preschool and kindergarten.

# **OVERVIEW**

One of the cornerstones of creating a safe, healthy, and drug-free city is education. Health promotion and disease prevention are part of many curricula, and the task force recommends expanding health education. Early efforts to promote good health habits can affect a child's current and future health. An improved and expanded curriculum, and coordinated and increased resources establishes a base for realizing a safe, healthy, drug-free city.

#### HEALTH EDUCATION IN THE SCHOOLS

The Plan calls for including health education at all grade levels, from preschool to high school. Studies show that drug education and prevention, and the study of other health problems, are most effective in early grades. Objective 1 calls for analyzing current curricula and forming a plan to address the needs of public and private schools.

# FUNDING HEALTH EDUCATION

In this section Objective 2 calls for increasing absolute levels of funding and resources for health education, and coordinating funds and other resources now spread between various agencies and providers.

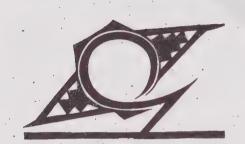
# **OBJECTIVE 1**

By September 1993, public and private schools shall expand and increase education in health promotion and disease prevention.

#### **ACTIONS:**

By October 1992, the Mayor shall establish a School Health Education Consortium, including health care providers, community-based organizations, PTA representatives, Oakland Unified School District, private school representatives, City





and County health agencies, and community clinics.

By January 1993, the Consortium shall analyze health promotion and disease prevention curricula for all grade levels in public and private schools.

By June 1993, the Consortium shall develop a three-year action plan to respond to identified needs.

By June 1993, the Oakland Unified School District and County and City health departments shall establish a California Medical Society antismoking "Tar Wars" program in each middle and high school.

# **OBJECTIVE 2**

By January 1994, the City, County, and health and community-based organizations shall increase and coordinate resources available for health care education programs, maximizing effectiveness and minimizing duplication.

#### **ACTIONS:**

By September 1993, the City Health and Human Services Department, and the County and community health care providers, shall create or identify a coordinator position for overseeing and coordinating grants and funding efforts.

On an ongoing basis, the Director of the Health and Human Services Department shall pursue corporate, non-profit, state and federal resources for health education and promotion in all public, private, and non-profit facilities.

On an ongoing basis, the Directors of the City Health and Human Services Department and the Alameda County Health Care Services Agency shall encourage coordination between hospitals, county and city agencies, the schools and community-based organizations to share resources and volunteers for outreach and education efforts.

Decrease the demand, sale, abuse, and the personal and community impact of licit and illicit drugs, tobacco, and alcohol each year.

# **OVERVIEW**

Licit and illicit drug abuse is a growing and serious problem. The number of drug-related arrests in Oakland doubled in the mid-1980's, while requests for cocaine addiction treatment increased 400% in four years. Cases of tuberculosis and AIDS are increasing and are often directly related to drug use. Alcohol consumption rates for Alameda County are higher than the national average. These factors affect residents through increased health risk, family disruption, crime, and violence. As a result, reducing the demand, sale, and abuse of drugs, alcohol and tobacco is a critical part of making Oakland a safe and healthy city.

#### PREVENTION AND EDUCATION

Effective drug and alcohol abuse prevention requires community involvement. Creating a positive, clean and sober environment is critical to drug prevention and recovery programs. The Plan seeks to establish community-based efforts to provide support and encourage a healthy environment; reducing and preventing drug and alcohol abuse; and reducing its impact on the community.

Currently, government funding distinguishes between alcohol and drug addiction. This creates bookkeeping problems for providers and does not benefit them or their clients. More effective community participation and problem identification are needed. The task force recommends determining needs at a local level, and releasing funds presently used for bookkeeping purposes.

#### LAW ENFORCEMENT

Law enforcement is vital to reducing the impact of drug, alcohol and tobacco abuse on Oakland's communities and needs additional funding and political and community support. The strategies here address police efforts to reduce illegal drug sales. The strategies also detail ways to further limit youth access to health-damaging substances.

#### REDUCING BARRIERS TO TREATMENT

Barriers to substance abuse treatment include lack of childcare for economically constrained parents; lack of programs for certain groups, such as children and teenagers; long waiting lists for residential programs; and lack of health insurance coverage. The Plan calls for reducing these barriers.

#### ALCOHOL AND TOBACCO

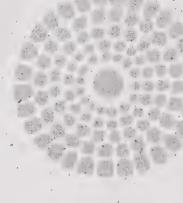
Society provides mixed messages regarding the use of alcohol and drugs. Alcohol and tobacco advertising promotes unhealthy habits and often targets vulnerable populations. Additionally, prescription medicines are sometimes abused and inadequately monitored. The actions in Objectives 5 and 6 require community cooperation with the business sector to slow the promotion of negative habits.

# **OBJECTIVE 1**

On an ongoing basis, the City shall support local grass roots drug and alcohol prevention and education:

#### **ACTIONS:**

By June 1993, the City shall establish, through the Office of Parks and Recreation, programs for supervision of public parks, including permanent, on-site personnel at problem sites.



HOME RUN:
Establish a onestop substance
abuse treatment
information, education and referral
center.

By January 1993, a coalition of churches, community-based organizations, and the Office of Parks and Recreation shall sponsor clean-and-sober activities for families and teenagers, such as dances, barbecues and other community gatherings.

By September 1993, the Oakland Unified School District Board, in coordination with neighborhood organizations, shall incorporate substance abuse material into school health education curricula beginning in the early grades, using volunteer youth as educators when possible, to supplement the Drug Abuse Resistance Education (DARE) Program.

By January 1993, the Oakland Unified School District Board shall organize training for teachers to recognize and identify students involved with drug or alcohol abuse.

# **OBJECTIVE 2**

The City and County shall support coordinating and consolidating certain alcohol and drug programs, and assessing the need for services at the local level.

#### **ACTIONS:**

On an ongoing basis, the City and County shall seek State legislation that ends funding distinctions between alcohol and drug programs.

The City shall urge the State of California to request that the President and Congress of the United States eliminate the categorical restrictions

currently existing in federal funding for reducing drug and alcohol abuse, and allow local determination of needs and priorities.

#### **OBJECTIVE 3**

On an ongoing basis, the County and City shall support law enforcement and community-based efforts to reduce the sale of illicit drugs, reduce the number of non-compliant alcohol retail outlets, and restrict minors' access to controlled substances.

#### **ACTIONS:**

By January 1993, the City of Oakland and the County of Alameda shall apply for Target Cities funds.

By June 1992, the City Council shall establish an ordinance regulating the placement of tobacco product vending machines in the City in places accessible to minors. [This ordinance was passed on April 7, 1992.]

By June 1993, the City Planning Commission and the City Council shall develop a long-term plan specifying controls for neighborhood liquor outlets, and implement a moratorium on all new liquor license permits until the Plan is adopted.

# **OBJECTIVE 4**

The City and community-based business organizations shall work to reduce accessibility barriers to treatment-on-demand for substance abuse services.

#### **ACTIONS:**

By January 1993, the Health and Human Service Department and community-based organizations shall encourage treatment providers to offer greater accessibility to child care services and culturally relevant and sensitive treatment.

By June 1993, Alameda County and the Health and Human Services Department shall analyze all treatment-on-demand services available to Oakland residents, identifying gaps and necessary services.

By January 1994, the Oakland Chamber of Commerce and other business associations shall encourage businesses to provide health insurance for employees that includes drug and alcohol treatment coverage.

By January 1994, public and community-based treatment providers shall coordinate the establishment of immediate service programs, such that persons seeking treatment begin receiving appropriate, continuous services until space is available in a residential-care facility.

By June 1994, the Alameda County Department of Alcohol and Drugs shall begin coordinating the establishment of a one-stop information, application and referral center for chemically dependent service seekers.

# **OBJECTIVE 5**

On an ongoing basis, the City of Oakland shall reduce institutional support of inappropriate uses of regulated substances, including alcohol, tobacco and prescription drugs.

#### **ACTIONS:**

By January 1993, the City of Oakland shall investigate limiting billboard advertising of alcohol and tobacco near schools, day care services and recreation centers.

On an ongoing basis, the Department of the Aging shall promote and urge the Ombudsman for Nursing Homes, Inc. to investigate overuse of prescription drugs in nursing homes and residential care facilities.

By January 1994, the Health Education Consortium shall organize a public service media campaign to combat unhealthy habits of alcohol and tobacco. By June 1992, the City Council shall pass an ordinance prohibiting tobacco giveaways. [This action was passed on April 7, 1992].

On an ongoing basis, the Alameda/Contra Costa Medical Association and local pharmacy association shall investigate closer monitoring of prescription drugs, and report possible abuse.

# **OBJECTIVE 6**

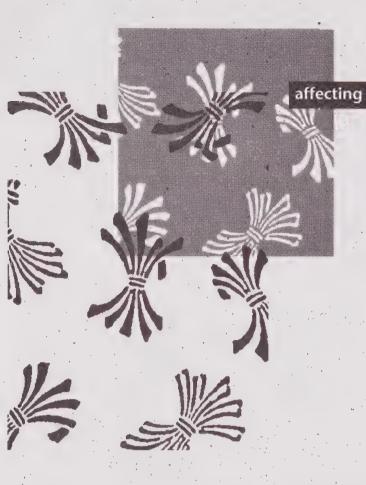
On an ongoing basis, the business community shall promote business involvement in supporting a healthy, safe, and drug-free Oakland.

#### ACTIONS:

On an ongoing basis, through the Office of Economic Development and Employment, Chambers of Commerce, merchants' associations, and neighborhood associations, the city shall promote and recognize businesses of all sizes that are involved in supporting a safe, clean, and healthy Oakland.

By January 1994, the Office of Health and Human Services, the Office of the Mayor, Office of Economic Development and Employment, and the Police Department shall develop a promotional campaign which awards businesses of all sizes (public, private, and religious institutions), and neighborhood groups that meet community standards in promoting the goal of a healthy, safe and drug-free city. The campaign shall encompass all local and community businesses.

By January 1994, the Office of the Mayor shall establish a program promoting and facilitating private sector partnerships with community-based agencies to achieve Goal 3.



Decrease the environmental hazards affecting individuals, neighborhoods,

and the City of Oakland.

# **OVERVIEW**

Hazardous waste, air, water and soil pollution, lead paint, and other toxic and hazardous substances in the environment are detrimental to the health of Oakland's residents. Children are the most affected, due to greater exposure and their physiological vulnerability to the effects of environmental toxins. Some neighborhoods and areas are threatened more than others, due to land use patterns and established facilities which generate, use, or store toxins. Coordinated environmental health programs, community outreach and education, and hazard abatement can help create a safer environment for Oakland residents.

# **OBJECTIVE 1**

On an ongoing basis, the City shall increase awareness and coordination among relevant agencies regarding major environmental hazard issues and problems affecting the health and safety of Oakland residents.

#### ACTIONS:

By June 1994, the Mayor and the Office of the City Manager, working with the Alameda County Department of Environmental Health, shall establish an Environmental Health Consortium of leaders and organizations to develop a three-year environmental health hazards action plan.

By June 1994, the Environmental Health Consortium and the Alameda County Department of Environmental Health, shall establish ways to assist and coordinate relevant agencies in developing and implementing an environmental health policy and a 3-year action plan.

# **OBJECTIVE 2**

On an ongoing basis, the City shall educate and empower citizens to reduce or eliminate potential and actual environmental hazards.

#### -ACTIONS

By June 1993, the Environmental Health Consortium shall coordinate dissemination of information through an educational campaign that empowers citizens to reduce potential and actual environmental hazards.

By September 1993, the Environmental Health Consortium, in collaboration with the Oakland Unified School District and local private schools, shall increase and coordinate education for children and parents on environmental hazards which disproportionately affect children, to increase awareness and reduce exposure.

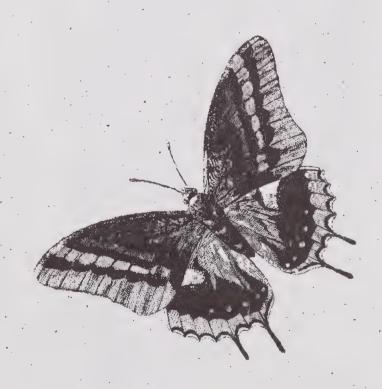
# **OBJECTIVE 3**

On an ongoing basis, the City and County shall increase resources for hazardous material disposal and processing and for cleaning and monitoring toxic sites.

#### **ACTIONS:**

The City Council shall require all city agencies to reduce the use of toxic materials and, in addition, increase recycling and use of recycled materials.

The Office of Public Works, in coordination with the Alameda County Health Care Services Agency, shall establish a site mitigation program to inspect and clean up toxic sites in Oakland.



Reduce incidents of crimes against people and property and increase security and well-being among the citizens of Oakland.

#### **OVERVIEW**

#### PREVENTING CRIME

For Oakland to thrive, residents must have a sense of well being. The present 911 response system promotes response to emergency situations after crimes are committed. Emergency response does not address the cause or circumstances that contributed to the crime and produces no preventive remedy. Effective crime control can be achieved by diagnosing problems that produce serious crimes, fostering close community relations with the police, and building the community's crime prevention capabilities. The task force recommends creating a Citizen Crime Prevention Council for each police beat as the first step in developing community-police relations.

# CONFLICT RESOLUTION

Church, community and other non-profit groups can provide forums for early intervention and preventive measures for resolving conflicts. The special relationship between church and community can help solve many domestic and neighborhood disputes without police intervention. Communities can help reduce crime by providing before-and after-school programs, school safety plans, and information on employment opportunities.

#### COMMUNITY POLICING

In the past, families, communities, and individuals were responsible for maintaining public order, with the assistance of law enforcement. Over the years, this responsibility has shifted to the police alone. Community involvement and citizen participation in crime reduction strategies can shift the focus again and reduce crime and violence. This approach, "Community Policing," develops a relationship between citizens and police authorities, increasing understanding and trust between the police and resi-



dents. It allows officers to creatively solve community problems, and to use available community resources when helping the community organize. The task force determined that the process of consulting with the community was crucial and called for integrating community policing policies.

# **OBJECTIVE 1**

Conciliation Forums of Oakland, church groups, the Oakland Police Department, and other appropriate agencies shall promote establishing positive role models within the education/community system to develop strategies for alternative means of resolving conflict.

#### **ACTIONS:**

By January 1993, the Oakland Police Department shall evaluate the feasibility of creating a Citizen Crime Prevention Council for each of the 35 police beats in the City of Oakland, using boundaries that relate to existing neighborhoods.

The Citizen Crime Prevention Councils shall recommend to the California State Legislature that mandatory education, vocational training or work programs for all drug offenders be instituted as a condition of sentencing and/or probation.

By September 1993, the Citizen Crime Prevention Councils, neighborhood groups, PTAs, Dad's Clubs, the Oakland Men's Project, churches, merchants, and Police shall create and implement a safety plan for each school.

By January 1993, the Office of Parks and Recreation and the Oakland Unified School District shall create and coordinate before-and after-school programs for children in kindergarten through 8th grade.

The Oakland Police Department and business organizations shall urge merchants to provide anti-auto-theft devices at the lowest possible cost.

By June 1992, the Office of the Mayor and the Chamber of Commerce, with the help of local businesses and industries, shall create a Youth Employment Center, providing full service for youth seeking summer and part-time job opportunities.

The Office of the Mayor and the Oakland Police Department, with the cooperation of parents, church organizations and neighborhood groups, shall initiate a voluntary curfew for juveniles under 18 years of age.

# **OBJECTIVE 2**

Ensure an adequate level of police protection citywide.

#### **ACTIONS:**

On an ongoing basis, the Citizen Crime Prevention Councils shall encourage the City Council to continue implementing the 5-year Public Safety Plan.

By January 1993, the City and County, working with law enforcement agencies, shall continue coordinating the various police service agencies and jurisdictions to better serve the public and evaluate their cost-effectiveness.

By January 1993, the Office of the Mayor, Oakland Police Department, and Citizen Crime Prevention Councils shall recommend to the Board of Prison Terms that the number of parolees released to the Oakland area be equal or less than the number sent elsewhere. The Parole Board shall adhere to a one-to-one ratio.

By January 1993, the Office of the Mayor shall request that the Governor create more positions for judges in the Municipal and Superior Courts and fill all vacancies currently existing in those courts.

On an ongoing basis, the courts and the District Attorney's office shall report all convicted drug dealers to the Internal Revenue Service.

On an ongoing basis, the Neighborhood Newsletter Task Force editors, with the cooperation of the Oakland Police Department, shall create a "crime-busters" news column to improve communication between police and neighborhoods.

By January 1993, the Oakland Police Department and the Oakland Library shall create a regular crime prevention television series on KTOP, using Home Alert Programs as a model and including programs such as:

- Self protection.
- Emergency preparedness.
- Auto theft and auto burglary prevention.
- Law and liabilities of drinking and driving.
- Sexual assault prevention.
- Information on low-cost and discount safety devices.

By September 1992, the Oakland Police Department shall expand the Oakland Police Department Reserves program.

By January 1993, the Oakland Police Department shall establish a model Drug Elimination Program for public housing projects.

By January 1993, the Oakland Police Department shall increase enforcement efforts against drug buyers by urging legislation to allow for the forfeiture of any vehicle transporting illegal drugs and/or firearms.

# **OBJECTIVE 3**

The City Council shall provide funding for community policing and associated programs, to be fully staffed, implemented, and deployed by January 1994.

#### **ACTIONS:**

By June 1992, the City Council shall adopt a Zero Tolerance for Domestic Violence policy.

On an ongoing basis, the Oakland Police Department shall support the concept of a "Drug Free Zone" program.

#### **HOME RUN:**

Assign one beat officer and develop community support through Citizen Crime
Prevention Councils in each of the 35 police beats.

By January 1993, the Office of Public Works, Oakland Police Department, and the Drug Task Force shall coordinate high-profile public works projects in drug hot spots to disrupt drug businesses.

By January 1993, the Oakland Police Department shall maximize the use of asset seizure laws against drug dealers.

By January 1993, the City Council shall ask the State of California to consider amendments to State Law to allow stricter gun control in the City of Oakland.

By January 1993, the Oakland Police Department shall continue organizing neighborhood action teams, and provide technical assistance to neighborhood groups. These would enable residents to successfully resolve their community's problems with programs such as Beat Health, Home Alert, "Safe Streets Now," the Narcotics Education League, and the Alameda County Bar Association.

By June 1993, the City of Oakland and the Oakland Unified School District Board of Education shall co-host a "Peace Conference" in Oakland.

By January 1994, the Citizen Crime Prevention Councils shall consider instituting a community campaign to educate citizens on the proper use of the 911 Emergency System, the availability and use of police services, and make addressing problems identified by the community a focus of police work.

The City Council, the City Manager, Oakland Police Department, the City Attorney, the Planning Commission, the Office of Planning and Building, and neighborhood associations shall work with Beat Health to rid the city of nuisance locations.

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# **TASK FORCE VISION**

"Oakland's coalitions will represent and be accountable to our diverse community; have effective, democratic leadership; be culturally sensitive, action-oriented, creative in their use of resources; and will set and accomplish goals with powerful impact."

#### TASK FORCE MISSION

"The Building Coalitions Task Force will develop strategies to build coalitions which will address community problems; pro mote cultural diversity and ethnic relations; and contribute to responsive governance."



"I think it's beautiful how we have so much diversity in Oakland, so much talent, so much caring and friendliness, and I celebrate the diversity and the oneness-the hand of friendship that I think is very noticeable in Oakland."

Claire Way, Participant Festival at the Lake



#### **INTRODUCTION**

When 500 Oakland citizens gathered at the initial meeting of O-SV, building coalitions was one of the top priorities chosen for the Plan. Building effective partnerships is crucial for Oakland's progress as a city, and directly affects the goals and objectives of the Plan. To be effective, all segments of the community must participate in the process. Our city and Plan require strong commitments and cooperation from all people involved in the implementation process. Forming coalitions can help develop the skills to channel our diverse and collective abilities, creating strategies which allow our community to solve its problems.

Oakland's richly diverse citizens can implement the Plan when provided with tools which encourage cooperation, and can bring together people and organizations who have not previously worked together. The task force's focus throughout the implementation phases of the Strategic Plan was on constructing and maintaining broad coalitions, collaborating with new partners, and fostering decision making by consensus. The goals and objectives of the Building Coalitions Task Force (BCTF) concentrate on technical assistance, resources, and institutional supports for effective coalition efforts.

Develop a Human Relations Organization (HRO),

which includes a formal Oakland City Commission

on Human Relations, which creates and

promotes cooperation and understanding

between and among individuals and groups

and which resolves and reduces conflicts.

# **OVERVIEW**

#### A HUMAN RELATIONS ORGANIZATION

To promote, develop and maintain a network of coalitions working throughout Oakland, a Human Relations Organization (HRO) independent of, but in partnership with, the City government shall be established. In addition to its dispute resolution function, the proposed HRO shall concentrate on preventing disputes and controlling conflict through community, government, and private sector partnerships. The HRO's primary objective is promoting citizen participation in all aspects of urban life. The theme of "unity through diversity" shall highlight all of the HRO's activities. The HRO shall not control or compete with existing organizations, but will promote, facilitate and supplement them.

# **OBJECTIVE 1**

By September 1992, a Human Relations Organization (HRO) shall be established in the City of Oakland.

#### ACTIONS:

By June 1992, O-SV shall present a draft plan to the City and the community outlining the structure, programs and services of an HRO.

By September 1992, the HRO shall be established and announced with a kick-off celebration.

By January 1993, the HRO shall establish regular communication and cooperation with Human Relations Commissions of Alameda County and other cities in the county.



Develop and promote mechanisms and techniques

to reduce and resolve conflicts and divisions

groups and individuals in Oakland

between and among disparate

#### **OVERVIEW**

#### **CONFLICT RESOLUTION**

Division and conflict can be beneficial, as their resolution leads to progress. Conflict management is a key factor to this goal and can be achieved through programs and training which help Oakland's coalition partners develop practical problem-solving skills. To facilitate this, speakers bureaus and training programs shall be developed and made available throughout the city. Existing conflict resolution programs shall be promoted and publicized. The task force also calls for designing "Coordinating Councils" within neighborhoods.

# **OBJECTIVE 1**

By January 1993, a conflict resolution action plan shall be drafted, speakers bureau developed and model neighborhood coordinating council established.

#### **ACTIONS:**

By November 1992, the HRO, in collaboration with a coalition of local conflict resolution organizations, shall establish an action plan promoting, supporting and expanding the existing conflict resolution programs and services, and assessing existing gaps in services. The action plan shall also describe strategies supporting and expanding existing youth conflict resolution programs, such as Oakland Public Schools, TRIBES Program, and the Oakland Police Department's Gang Unit.

By January 1992, the HRO, in collaboration with the coalition, shall develop a speaker's bureau of citizens to present the dynamics of conflict and violence, and to promote related conflict resolution programs.

By March 1993, O-SV (or its designee) shall establish three "model" Coordinating Councils of community groups, which shall meet on a regular basis to share information.

# Advocate and promote building coalitions throughout the city.

#### **OVERVIEW**

#### A COALITION BUILDING TOOL KIT

This goal proposes assembling the elements which facilitate coalition building into one program, and making the program and related training available to new and existing coalitions and organizations. The program shall address the design and delivery of training programs, including leadership, citizenship, and related skills. Additionally, the HRO shall provide technical assistance to individuals, groups and organizations attempting to develop problem-solving organizations. This can include meeting facilitation, resources identification, and planning assistance.

# **OBJECTIVE 1**

By October 1992, O-SV shall oversee the design, development and assembly of a Coalition Building "tool kit," containing appropriate materials to encourage and facilitate building coalitions.

#### ACTIONS:

By May 1992, O-SV shall determine the components of the Coalition Building Tool Kit.

By June 1992, O-SV shall identify the necessary resources to develop the Coalition Building Tool Kir.

By June 1992, the Metropolitan Forum shall complete a Coalition Building report informing O-SV of the most effective approaches to building coalitions.

By August 1992, the BCTF/O-SV staff, in collaboration with the Metropolitan Forum and other associates (the Tool Kit Team), shall develop a Coalition Building Tool Kit Handbook which

HOME RUN:
Establish a Human
Relations Commission/
Organization, which
offers training to a
minimum of 200
community and civic
leaders in the art of
building coalitions as
one of its activities.



contains appropriate materials encouraging and facilitating building coalitions.

By September 1992, the Tool Kit Team shall conduct a pilot test of Tool Kit materials and present its findings and recommendations to O-SV.

By October 1992, O-SV shall determine who monitors, evaluates, updates and maintains the Coalition Building Tool Kit.

By October 1992, the Tool Kit Team shall begin marketing and introducing the Coalition Building Tool Kit training program.

# **OBJECTIVE 2**

By January 1993, O-SV and/or the newly established HRO shall design and offer training which develops and maintains a citizenry with strong coalition-building skills.

#### **ACTIONS:**

By September 1992, an O-SV contractor shall complete a needs assessment determining specific coalition-building training programs.

By October 1992, the Tool Kit Team shall identify existing coalition-building training models, obtain samples of curricula, and design a one-year coalition building training plan.

By December 1992, the Tool Kit Team shall begin community recruitment.

In 1993, the Tool Kit Team shall offer a year-long coalition-building training and facilitation program to a minimum of 200 citizens.

By October 1992, HRO shall determine who monitors, evaluates, updates and maintains the coalition-building programs and plan.

# Goal 4

Develop and promote increased

community awareness of, and appreciation for, ethnic and cultural diversity.

#### **OVERVIEW**

#### A CULTURAL AWARENESS ACTION PLAN

Ethnic and cultural diversity is one of Oakland's strongest attributes. Many current and future problems the city faces require the coalition of the entire community, without regard to race, class or other social division. Greater knowledge of Oakland's cultural diversity can result in more cooperation, better solutions to our problems, and a consensus on the city's future.

# **OBJECTIVE 1**

By January 1993, develop a Cultural Awareness Action Plan.

#### **ACTIONS:**

By September 1992, the Office of the Mayor and O-SV shall assemble a cultural diversity coalition to plan and promote activities which increase awareness of and appreciation for Oakland's cultural and ethnic diversity.

By January 1993, the Cultural Diversity Coalition shall draft an action plan to expand the awareness of and appreciation for Oakland's cultural and ethnic diversity.

By January 1993, the Cultural Diversity Coalition shall identify, document and distribute information concerning local organizations whose primary role is to encourage cultural awareness and appreciation.

By January 1993, the Cultural Diversity Coalition and the Metropolitan Forum shall inventory exemplary local and national cultural awareness programs.



### Goal 5

Facilitate the broadest possible acceptance of the Oakland Strategic Plan.

### **OVERVIEW**

## ENSURING ACCESS TO THE STRATEGIC PLAN

From the beginning of the planning process, the task force realized that the Plan's success depended on wide community involvement and acceptance. To that end, the draft Plan shall receive wide public exposure at presentations throughout the city. To ensure full involvement of Oakland's non-English speaking citizens, the Plan shall be translated into other languages.

### **OBJECTIVE 1**

By January 1993, the O-SV Board and staff shall ensure every interested citizen access to the Strategic Plan.

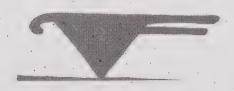
#### **ACTIONS:**

By August 1992, contractors for O-SV shall translate the Plan into the major non-English languages used in Oakland and distribute these versions to the appropriate ethnic communities.

Between June 1992 and January 1993, O-SV shall continue presenting the Plan at meetings of key organizations throughout the city, including community-based and business organizations, churches, school associations and media.

Between June 1992 and January 1993, O-SV shall solicit endorsements for the Strategic Plan from key interest groups.

Between June 1992 and January 1993, O-SV shall develop and market a culturally sensitive public relations plan, using media (three t.v. stations, five



newspapers and 50 neighborhood newsletters), personal outreach, community events, and other communications methods.

### **OBJECTIVE 2**

Between June 1992 and January 1993, O-SV shall invite questions and suggestions for improving and implementing the Strategic Plan from residents, the diverse communities of Oakland, and others employed in or owning property in Oakland.

### **ACTIONS:**

Between June 1992 and January 1993, a form soliciting questions and suggestions and a telephone number shall be distributed to all parties receiving the O-SV Plan.

Through January 1993, upon receipt of phone calls and written materials expressing substantive disagreement with any goals and objectives, O-SV shall facilitate discussions to seek resolution of disagreements and forge a consensus implementing the Plan.

### Goal 6

of resource information to Oakland citizens and organizations.

### **OVERVIEW**

#### A CITYWIDE DATA NETWORK

An important step toward expanding Oakland residents' ability to work with their community is to develop a system for sharing knowledge and information. Therefore, the task force recommends a citywide data network to provide current, important information to citizens, agencies, organizations and companies.

The task force calls for a Data Resource Management Task Force to study the best method for establishing a data management system in Oakland. Databases can include information on county and city services, social services, youth programs, arts and culture, senior activities, volunteer opportunities, and non-profit organizations and resources. Access can be available through terminals or personal computers located at local libraries and/or community centers. This system can provide citizens with information ranging from employment and housing opportunities to the nearest day care facility. Non-profit organizations can share the status of current projects and programs with each other. The system can announce shows, festivals, openings and other events.

### **OBJECTIVE 1**

By January 1993, a Data Resource Management Task Force (DRMTF) shall establish a data management structure (including plans, standards, software, and support services) for a reliable and accessible computerized data information system for Oakland. The DRMTF shall design strategies for more effective database use in citizen assistance programs and policy development.

#### **ACTIONS:**

By July 1992, the Office of the Mayor, the Office of Corporate Information Systems, the Public Information Office, and the Oakland Public Library Director shall establish a public/private DRMTF to oversee the development of the data management structure.

By January 1993, the DRMTF shall complete the development of an Oakland Data Management Action Plan.

By April 1993, the University-Oakland Metropolitan Forum, California State University at Hayward, the Oakland Public Library, and private sector information and technology firms shall sponsor a workshop exploring more effective use of information technology for citizen assistance, strategic planning, and program and public policy development.

## **OBJECTIVE 2**

By June 1993, the City of Oakland, in collaboration with key data resource organizations, shall establish a set of computerized databases.

#### **ACTIONS:**

By September 1992, the Oakland Rotary Club, Urban Strategies Council, and Oakland Public Library shall establish a youth database which includes information on all youth programs and services offered by City departments, non-profits and businesses in Oakland.

By January 1993, the Cultural Arts Division shall establish a Cultural Affairs database which includes information on arts and cultural organizations, services, and programs within Oakland.

By January 1993, the Oakland Office of Aging shall establish a database which includes all seniors programs and services offered by Oakland city departments, non-profits and businesses.

By March 1993, the City of Oakland shall negotiate with Eden Information and Referral to increase availability and accessibility of information on Alameda County and Oakland social services.

By April 1993, the Oakland Public Library shall establish a computerized database on volunteer opportunities within the City of Oakland and through Oakland-based non-profit organizations.

By January 1993, the City of Oakland, in collaboration with Oakland Non-Profit Resource Center and United Way, shall establish a database on non-profit organizations within Oakland.

## **OBJECTIVE 3**

By July 1993, the City Council shall establish an Office of Citizen Assistance, offering citizens information and referral services through a computerized database.

#### **ACTIONS:**

By June 1993, Cityline shall expand and computerize its current database for services available through the City of Oakland.

THE CULTURAL PLAN MISSION STATEMENT

"The cultural plan shall preserve, stabilize and expand Oakland's unique cultural environment. The arts action plan shall reflect and benefit Oakland's culturally diverse population, and promote Oakland's recognition as an international cultural center."



"I think the artists in Oakland are going to save us."

Teacher at Castlemont High



#### INTRODUCTION

Oakland's cultural resources are among its greatest treasures. The arts reflect and celebrate the richness and beauty of Oakland's cultural diversity. Over 100 non-profit arts organizations are based in Oakland, numerous for-profit arts enterprises reside here, and over 5,000 artists work and/or live in our city. Oakland is particularly rich in jazz and blues music, and a variety of ethnic dance traditions. These art forms contribute significantly to Oakland's unique cultural identity.

Supporting cultural development helps citizens maximize their creative potential and appreciate the creative expressions of others. Participating in the arts contributes to mutual understanding and respect, builds self-esteem and self-confidence, and fosters community pride. Additionally, the arts attract regional and national attention and visitors and businesses and stimulate economic development.

Strategic planning for Oakland's cultural development began in 1986. A cultural plan was formally adopted by the City Council in 1988. Following this, implementation committees formed to achieve eight goals and associated objectives. The planning process resulted in significant increases in City support for non-profit arts organizations and individual artists who provide cultural services in the community.

In May 1991, Mayor Elihu M. Harris created the Cultural Affairs Commission (CAC), replacing the Oakland Arts Council as the City's cultural affairs advisory body. The ordinance which created the CAC charged the Commission with the responsibility to "actively participate in the community cultural planning process and advise the City Council on recommendations arising out of said process affecting City support for cultural development," and to "advise the Mayor on appointments of persons to serve on the cultural plan committee and task forces."

In January 1992, the CAC recommended to the Mayor persons to serve on a newly constituted Cultural Plan Steering Committee. Their first meeting occurred in mid-January, and the committee continues to meet bi-weekly.

While the importance of cultural development was identified as the sixth strategic issue to be addressed by the Plan, only five issues initially were fielded by Task Forces. In February 1992, the O-SV Coordinating Committee and the Board added cultural arts as its sixth strategic issue. By recognizing the importance of arts and culture, O-SV helps ensure the future allocation of resources to nurture and foster their development. The Commission's timetable limited its ability to present a detailed, in-depth series of new goals, objectives and action strategies. The Commission anticipates community participation and review throughout FY 92-93, resulting in a viable action plan for arts and culture. That plan will be an addendum to the current draft of the Oakland Strategic Plan.

The Cultural Plan Steering Committee adopted the following mission statement in Spring of 1992:

The cultural plan will preserve, stabilize and expand Oakland's unique cultural environment. The plan will reflect and benefit Oakland's culturally diverse population and promote its reputation as an international cultural center.

The plan will develop strategies to:

Increase public awareness, accessibility and participation in the arts.

Educate the public about the value of the arts within our society.

Promote economic development through the arts.

Stimulate innovative marketing programs within the public and private sectors.

Stimulate resource and facility development and create funding mechanisms within the public and private sectors.

Foster cooperation among artists, arts organizations and the larger community.

Several standing committees of the CAC have identified goals and objectives for implementation in FY 92-93. The objectives and actions listed in this chapter represent the work of the CAC's standing committees (Grants and Funding, Public Art, Work/Live and Facilities, Marketing and Traditional Arts), and the Cultural Arts Division staff. Many of these objectives continue the work of implementing Oakland's first Strategic Plan for Cultural Development adopted in 1988.

The Cultural Affairs Commission Executive Committee has identified the following priorities for implementation in FY 92-93:

Reinstating and expanding arts education programs, and advocating arts education in the schools.

Initiating a comprehensive technical assistance program to further develop the administrative and managerial skills of Oakland's nonprofit arts community.

The following objectives and strategies represent work currently in progress by standing committees of the Cultural Affairs Commission. The Cultural Plan Steering Committee will be working throughout FY 92-93 to develop additional goals and objectives for implementation in FY 93-94.

### Goal 1

To preserve, stabilize, and expand

Oakland's unique cultural environment,

reflecting and benefiting Oakland's culturally

diverse population, and to promote Oakland

as an international cultural center.

### **OBJECTIVE 1**

To increase Oakland's diverse population's awareness, accessibility, and participation in the arts.

#### ACTIONS:

In FY 92-93, the City of Oakland Cultural Affairs Commission and the Cultural Arts Division shall revamp the cultural affairs grant programs supporting non-profit arts organizations which deliver cultural services to the community. Grant program objectives, priorities, and evaluative criteria shall be revised to ensure greater emphasis on outreach programs. Programs will result in cultural equity in the allocation of City grant funds.

The Cultural Arts Division shall develop a plan ensuring the maximum use of the Alice Arts Center by non-profit arts organizations, and maximum awareness of public events there and at other public facilities throughout Oakland.

In FY 92-93, the Public Art Program of the Cultural Affairs Commission and the Cultural Arts Division shall plan six new public art projects in neighborhoods throughout Oakland, striving for equitable geographic distribution of public art works. Priority shall be given to projects in under-served districts. (Public art funding is tied to City capital improvement projects, and bond restrictions dictate the location of many public art projects).

In FY 92-93, the Traditional Arts Program of the Cultural Affairs Commission and the Cultural Arts Division shall work with the Oakland Public Library and the Office on Aging, presenting a series of cultural offerings of Oakland's traditional artists in settings throughout the City. Additionally, a neighborhood festival plan shall be developed for future implementation.

### **OBJECTIVE 2**

To educate the public about the value of the arts within our society.

#### **ACTIONS:**

In FY 92-93, the City of Oakland shall reinstate the Arts Education element of the Community Promotions grants program, and fund school and after-school arts education projects.

In FY 92-93, the Cultural Affairs Commission and the Cultural Arts Division shall work with other City departments to develop a comprehensive afterschool program involving artists and arts organizations, presenting sequential arts learning programs in the schools and recreation centers.

In FY 92-93, the Public Art Program shall ensure an education component for all public art projects.

In FY 92-93, the Traditional Arts program shall continue producing and circulating interpretive materials which describe Oakland's cultural traditions.

#### **HOME RUN:**

Increase quality of arts education in Oakland Public Schools and after school programs by professional artists providing 30,000 student contact hours.

### **OBJECTIVE 3**

To promote economic development through the arts.

#### **ACTIONS:**

In FY 92-93, the City of Oakland shall maintain its level of grants designed to support and stabilize the nonprofit arts community, ensuring that a diversity of healthy, stable arts organizations provide citizens and visitors with a rich array of cultural opportunities.

The Cultural Affairs Commission and Office of Economic Development and Employment shall explore creating arts industry enterprise zones in Oakland, encouraging the development of artist work/live spaces in manufacturing districts. They also shall encourage developing entertainment complexes, especially downtown, including gallery districts and performing arts districts.

The Public Art Program shall commission one major art work which enhances the image of Oakland as an international cultural center.

The City shall support allocating funds for public art projects as part of rebuilding the firestorm area, the renovation of City Hall, and the construction of a new City office building. These works shall be notable enough to attract national attention to our City.

In FY 92-93, the Office of Parks and Recreation shall coordinate after-school programs which offer children opportunities to exercise creative expression through participation in year-round arts and cultural activities.

In FY 92-93, the Cultural Affairs Commission shall revise grant program guidelines, encouraging funded arts organizations to maximize employment opportunities for Oakland artists, and contract services with Oakland businesses when possible.

In FY 92-93 the Public Art Program of the Cultural Affairs Commission and the Cultural Arts Division shall continue monitoring the allocation



To at least 50 non-profit arts organizations, provide 500 hours of professional technical assistance in the areas of marketing, planning, finance, and fundraising, which will result in a 10% increase in arts audiences and contributed income.





of public art commissions, ensuring that the majority of those, and the majority of associated funds allocated for public art, are awarded to Oakland-based artists.

In FY 92-93, based on evaluations of commissions approved to date, the Public Art Program shall increase the percentage of artist commissions awarded to Latinos, African Americans, Asians, and Native Americans, ensuring cultural equity in public art commission allocations.

The Cultural Arts Division shall develop a plan ensuring maximum utilization of the Alice Arts Center by Oakland artists and maximum attendance at the Center's events, thereby increasing pedestrian traffic and economic activity downtown.

In FY 92-93, the Cultural Affairs Commission and Cultural Arts Division's arts marketing program, working with the Marketing Advisory Committee, shall continue marketing attendance at cultural events. This ensures maximum attendance, fosters partnerships with local businesses, such as restaurants and other retail establishments, and encourages arts audiences to patronize local business establishments.

### **OBJECTIVE 4**

To stimulate innovative marketing programs within the public and private sectors.

#### ACTIONS:

In FY 92-93, the Cultural Affairs Marketing Advisory Committee, the Cultural Arts Division, the Public Information Office, and the Oakland Marketing Board shall work with other marketing professionals and bodies to design a cultural tourism program.

In FY 92-93, the Cultural Affairs Marketing Advisory Committee shall work with other marketing professionals and bodies to encourage sale of artists works, and promoting and marketing Oakland as an international cultural center.

In FY 92-93, the Cultural Arts marketing program shall expand information about Oakland's diverse cultural community through a quarterly *ARTSCAPE* magazine and bimonthly calendar of events and increase circulation of both publications.

In FY 92-93, the Cultural Affairs marketing program shall expand the arts marketing campaign promotion throughout the year by using paid advertisements of Oakland's arts and cultural offerings.

In FY 92-93, the Cultural Arts Division shall work with the Oakland Public Library, the Public Information Office, the Oakland Marketing Board, the Oakland Museum, and the Office of Parks and Recreation to coordinate public information and public relations efforts promoting Oakland's arts and cultural activities, ensuring greater public awareness of the arts and increasing public participation.

In FY 92-93, the Cultural Arts Division shall circulate revised publications including comprehensive information on Oakland's arts resources, an arts resource directory, annual master planning calendar of events, and weekly hot-line of arts and entertainment happenings.



### **OBJECTIVE 5**

To stimulate resource and facility development and create funding mechanisms within the public and private sectors.

#### **ACTIONS:**

In FY 92-93, the CAC shall initiate an expanded technical assistance program to improve the administrative and managerial capabilities of Oakland's non-profit art organizations.

In FY 92-93, the City and the Oakland Redevelopment Agency shall maintain current levels of support for non-profit arts activity, and seek funding sources (particularly dedicated sources) to expand support of neighborhood activities and future arts education activities.

In FY 92-93, the City Council shall adopt a policy which encourages the use of City properties by artists for creating, exhibiting and/or performing public art works and, where necessary, purchase and renovate properties that meet the arts community's facility needs.

In FY 92-93, the City shall continue developing and adopting policies which encourage retaining artists and arts organizations through a comprehensive program which supports their resource needs, including funding, facilities, and development of an arts market.

In FY 92-93, the CAC shall develop a strategy encouraging an increase in private sector support of Oakland's diverse non-profit arts community and individual artists.

In FY 92-93, the Public Art Advisory Committee of the CAC shall work with the City and Mayor to advocate the Port of Oakland adopting a percent-for-art ordinance, thus allocating funds for commissioning public art works in and around the airport and Port capital improvement projects.

The City Council shall develop a Private Development Public Art Incentive Policy which encourages, as part of the City's design review process, incorporating public art into private development projects.

In FY 92-93, the City shall develop a comprehensive set of policies designed to retain artists by developing affordable, safe work/live space throughout Oakland.

The CAC's Work/Live and Facilities Standing Committee shall recommend actions that will increase the availability in Oakland of artist's work/live space and arts facilities that are suitable and affordable.

In FY 92-93 the CAC's Work/Live and Facilities Committee shall define artist's work/live space and arts facilities in terms that can be useful to and understood by artists, audiences, developers,

advertisers, funders, regulators, neighborhood groups and public officials, and in terms that recognize past work and current needs and anticipate future demand.

In FY 92-93 the CAC's Work/Live and Facilities Committee shall initiate efforts to construct of effect the construction of a pilot artist's work/live space project that is suitable and affordable in order to test definitions, help change public policies, and increase availability of at least one type of arts facility.

Throughout FY 92-93 the CAC's Work/Live and Facilities Committee shall gather and disseminate information that will help accomplish the committee's mission.

### **OBJECTIVE 6**

To foster cooperation among artists, arts organizations, and the larger community.

#### **ACTIONS:**

In FY 92-93, the CAC and the Cultural Arts Division shall develop funding mechanisms to support initiatives by non-profit arts organizations, individual artists, and for-profit arts enterprises which specifically address O-SV goals and objectives in: economic revitalization; neighborhood revitalization; education and life long learning; safe, healthy, drug-free city; and coalition building.

In FY 92-93, the Cultural Arts Division shall expand its outreach efforts and develop a neighborhood arts plan for implementation in FY 93-94.

In FY 92-93, the Cultural Arts Division and the Oakland Public Library shall cooperatively work to expand cultural programming in Oakland's public libraries.

In FY 92-93, the Public Art Program shall encourage public art projects which involve artists working with the community.

In FY 92-93, the City shall reinstate a revised Creative Arts Fellowship program, providing grant support for individual artists to create arts works and provide a service which integrates their creative process into the larger community.

The Cultural Arts Division shall work with the California Humanities Council, the Oakland Public Library, The Oakland Museum, the arts community, and humanities scholars to develop plans for a conference in Oakland in 94-95, which will explore the role of the arts as social-change agents in the community.





### trends and facts influencing Oakland's future

#### INTRODUCTION

Once the strategic issue areas were chosen and task forces formed, participants began researching the critical issues. The results helped the task forces determine how current and anticipated trends can affect Oakland's future and the Plan. Key areas are outlined in the following sections, providing background material for the Plan.

#### **POPULATION**

#### SIZE

With a population of 372,242 in 1990, Oakland is the eighth largest city in California. Between 1980 and 1990 its 10% growth rate was slower that that of any other city in the Bay Area. Though slow, this growth was a reversal of a long-term population decline between 1950 and 1980. See Figure A.

The nine-county Bay Area's population expanded more slowly than the state as a whole between 1980 and 1990, reaching just over 6.25 million in 1990. Alameda County had the second highest population of the Bay Area counties in 1990. Oakland's population comprised about 28 percent of the county.

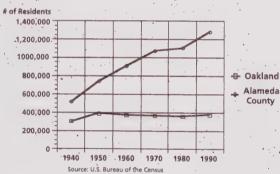
#### **HOUSEHOLDS**

Oakland's average household size has increased as a result of births, immigration of Asians and Latinos (who tend to be members of young families or live in extended families), and people "doubling up" to cope with housing affordability:

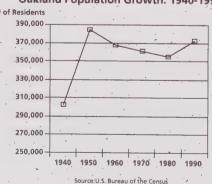
A high proportion of Oakland households are non-traditional. As of 1990, one third were single-person households; 19% were households headed by single females; 9% were non-family, and 36% were married couples. Among households with children under 18, 59% were married-couple families (compared with 70% nation-wide), and 36% were single-mother households. See Figure B. Nationwide, the number of "zero-parent" children—those living permanently with

Figure A

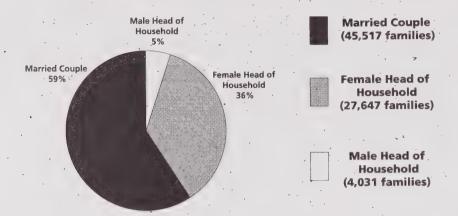
# Population Trends Oakland vs. Alameda County: 1940-1990



#### Oakland Population Growth: 1940-1990



#### **Oakland Households with Children Under 18 Years**



relatives, in foster homes, or institutions-grew over the past ten years from 12.5% to 16.1%. This trend is reflected on a state and local level.

#### ETHNIC AND RACIAL DIVERSITY

Oakland is one of the most ethnically diverse cities in the Bay Area. No ethnic or racial group is a majority of the city's population. At least 81 different languages and dialects are spoken. In 1990, African Americans were the largest group, followed by whites, Asians and Pacific Islanders, Latinos, Native Americans and other races. Figure Cillustrates the distribution of Oakland's population.

African American and white population percentages fell between 1980 and 1990, while the proportion of Asians and Pacific Islanders and Latinos grew, resulting in greater diversity. These are similar to the current state and regional population trends.

Nearly half of Oakland's nonwhite population lives in census tracts where they represent over 90% of the population. Asians and Pacific Islanders are concentrated in the Central and San Antonio districts. African Americans tend to live in East and West Oakland while Latinos reside primarily in Fruitvale and San Antonio. North Oakland and the Oakland hills have a predominantly white population.

#### INCOME

Per capita income in Oakland in 1990 was \$14,676, compared to \$17,547 in Alameda County. Since 1979, the percentage of Oakland residents living below the government's defined poverty line has remained at 18.5%. (The poverty threshold for a family of four is \$12,674.) There were 68,781 people living in poverty in Oakland, including 20,180 children under age 11. In comparison, the nine-county region reports a poverty rate of 8.3%, and California's rate is 12.5%. Of the total Oakland residents living below the poverty line, almost 40% reported incomes of less than 50% of the poverty level.

Figure C

### California, Alameda County & Oakland

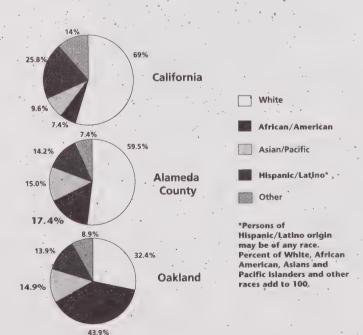
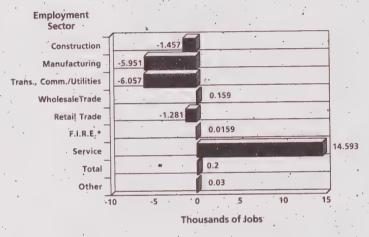


Figure D

### Change in Employment by Sector Oakland, California: 1981-1988



\* Fire- Finance, Insurance, Real Estate

Source: Calculated from County Business Patterns Establishment Data by Zip Code

#### **PROJECTIONS**

Population size

Before the 1990 census, the Association of Bay Area Governments (ABAG) projected a 4% growth in Oakland's population between 1990 and 2005. However, the California State Department of Finance anticipates that the Bay Area's population will grow more slowly-about 15% between 1980 and 2005—than that of the state. According to PG&E, over 40% of the growth will occur in Alameda and Santa Clara counties.

Race and ethnicity

PG&E projects that the proportion of whites will decline in the Bay Area, while the proportion of Latinos, Asians and Pacific Islanders will increase over the next decade. The company expects the proportion of African Americans to remain constant. The county's population growth rates are expected to mirror those of the region.

Age

According to PG&E's projections, the median age of the regional population will increase.

### **EMPLOYMENT**

#### CURRENT EMPLOYMENT

In the 1980's, total employment by private sector enterprises changed minimally, as shown in *Figure D*. The total number of non-agricultural private sector jobs declined between 1960 and 1980. This occurred while the region's economy was expanding. As late as 1960, manufacturing was the largest employer of any Oakland economic sector, accounting for 26.5% of total non-agriculture jobs. By 1988, manufacturing employment fell to 10.6% as illustrated in *Figure E*.

The number of jobs in transportation, communications and public utilities shrunk by 35% between 1981 and 1988. Retail trade, which expanded in most West Coast cities, contracted by over 1,000 jobs. The decrease in these industries

was offset by the expansion of the service sector of Oakland's economy. This sector added over, 14,500 jobs during the same period and now represents over one third of Oakland's total employment base. Wholesale trade, finance, insurance, real estate, and other categories also expanded.

#### **FUTURE EMPLOYMENT**

According to ABAG forecasts, the number of jobs will increase faster than the labor force, resulting in a potential labor shortage. These forecasts predict over 26,000 new jobs in all local major sectors over the next 15 years. The service and other sectors will account for almost 72% of those jobs. "Other" jobs include government and public agency positions. Projections indicate that many of these jobs require specialized technical skills and advanced education,

#### UNEMPLOYMENT

In spite of low job growth, the overall unemployment rate in the city declined from 12.3% to 8.1% from 1983 - 1992, according to the California State Employment Development Department. However, this rate was consistently higher than Alameda County and the state.

The unemployment rate includes only people who were in the labor force. According to the University-Oakland Metropolitan Forum, there are a large number of mostly young, African. American, male Oakland residents who have never been employed.

Teenage unemployment is high. One in four teens out of school and in the labor force is unemployed, and about two thirds of out-of-school teens are not in the labor force at all. In some areas of Oakland, nearly all out-of-school youths are jobless regardless of their high school graduation status.

Inadequate skills limit employment opportunities for many members of the labor force. For example, many Asians and Pacific Islanders and Latinos lack English language proficiency and job skills necessary to survive in an industrial economy. Thus, the majority of the work available to them is low-paying and low-status. Self employment in small businesses is often the only option for broader opportunity.

For many unemployed people, finding a job results in a reduced standard of living. Wages are less than government assistance, particularly for single-parent families who must pay child-care costs.

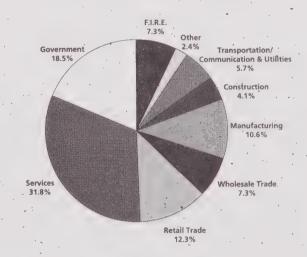
#### **ECONOMY**

Oakland's economy is intrinsically linked to the entire Bay Area and, through its international sea port and airport, to the rest of the world.

Traditionally, Oakland was a center for manufac-

Figure E

# Employment Distribution by Sector in Oakland, California: 1988



Source: Calculated from County Business Patterns Establishment Data by Zip Code

turing, distribution, retail trade, and medical activities for the East Bay. Regional factors such as favorable climate, environmental quality, culture, and superior universities and research institutions help attract economic activities and a skilled labor force to the area.

Over the past thirty years, the economy has changed fundamentally. These changes reflect the transition from manufacturing to a service-oriented economy. This trend is not unique to Oakland, and is occurring in most urban centers throughout the nation.

According to 1986 Bureau of Census figures, nearly 85% of Oakland's businesses are small, while an additional 12% are medium-small. Together, these companies employ 60% of Oakland's workers. They also are the primary sources of employment growth. During the 1980's, the number of large employers declined while the number of small and medium-small firms rose:

#### **INDUSTRIES**

The following describes Oakland's major industries:

#### **Business Services**

Business services constitute a diverse range of industries, such as accounting, research, testing laboratories, management and consulting, public relations, and management support facilities. Business services gained more jobs than other industry groups during the 1980's. During that period, over 5,000 new jobs were created, resulting in more than 50% growth.

ABAG's employment projections confirm that the growth of services, especially business services, will surpass every other industry sector. ABAG anticipates an additional 10,800 service jobs in Oakland between 1990 and 2005. Oakland already has a major concentration of business service jobs in the region. The increase of governmental and quasi-governmental offices can accelerate the growth rate of business services, thus

ensuring Oakland's position as a dominant force in Bay Area business services.

#### Health Services

The medical sector of Oakland's economy has maintained a remarkable growth rate. This is due to several factors, including a rapidly aging population, complex medical technology, and more people requiring health care. Health care jobs in the Bay Area are projected to increase by 23% between 1987 and 1995, more than twice as fast as the population. Shortages in the number of qualified workers are expected. Employment is expected to boom (up to 47% in some occupations by 1995), particularly in outpatient and home-health care. Increased focus on alternatives to acute-care hospital treatment has made home health aides and medical assistants (employed in outpatient settings) two of the fastest growing occupations. Registered nurses (RNs) are expected to gain the largest number of new jobs, over 10,000 in the eight-year period.

Local hospitals in Oakland include Summit Medical Center, Children's Hospital of Oakland, Highland Hospital, and Kaiser Permanent Medical Center. Outside research laboratories, long-term care, and health support organizations also strengthen the local health care market. The largest non-profit HMO in the country is the Oakland-based Kaiser Permanent Medical Plan. Kaiser employs a significant number of Oakland residents.

### Biosciences

Bioscience, a rapidly expanding sector, includes biotechnology, commercial application of life sciences in agriculture, environmental applications, pharmaceuticals, instrumentation, software, and support industries. This sector has the most promising growth potential for Oakland and the Bay Area. Currently, the Bay Area is the biotechnology capital of the world, accounting for more than 40% of biotechnology revenues, or half of the U.S. output. The projected growth rate is slow but steady through the 1990's. Large and midsized firms in the diagnostics and therapeutics sector anticipate an 8-10% annual employment

growth rate. The growth rate in other industry sectors (including bio-agriculture, medical devices and instrumentation) is expected to average slightly lower through the decade.

The Bay Area Bioscience Center, located in downtown Oakland, will recommend that the Oakland Redevelopment Agency convene a task force charged with developing plans to attract bioscience companies to our city. Bioscience companies review several important factors when considering a new location. These include appropriate facilities and a predictable political environment. Oakland ranks favorably in these areas, but must work to increase the number of trained potential employees.

### Recycling and Waste Management

Recycling and waste management is a growth industry with strong potential for increased employment and revenues. Companies selling recycled goods are part of the \$15 billion-a-year resource-recovery industry, which analysts say could grow as much as 50% a year for the next five years. Oakland can gain a reputation as an innovative leader in this emerging field, generating revenues and creating employment.

The Integrated Waste Management Board has initiated a program that creates special recycling market development zones. The state will designate eight special zones each year for five years; offering technical assistance and low-interest loans. The program's goal is to increase the use of recycled materials in manufacturing processes by establishing, improving, or stabilizing the endmarkets for these materials. The cities of Oakland and Berkeley have been granted a zone designation. The area includes the Central Business District, the Coliseum Area, West Oakland, and neighborhood commercial areas.

### Food Processing and Distribution

In 1986, food and kindred products employed approximately 7,000 people in 86 establishments. The industry accounted for 4.4% of total private sector employment. Several nationally known manufacturers, such as Mother's Cakes and

Cookies, Sunshine Biscuits, Colombo Baking, and Quaker Oats have major production facilities in Oakland's Coliseum Commerce Area.

Between 1981 and 1986, food processing experienced an employment decline of 8.5%, while the number of establishments increased by 7.5%. The simultaneous decline in employment and increase in industry establishments signals restructuring rather than an industry decline. The latest survey conducted by the Coliseum Commerce Center Corporation indicates an influx of new food processing manufacturing activity.

In 1986, dining and drinking establishments employed 8,100 people, while the food stores sector employed 4,570 Oakland residents. Between 1981 and 1986, employment and number of establishments in the dining and drinking industry held steady. Employment in the food stores sector increased by 12.8%. The number of businesses rose 17%, indicating a trend toward smaller firms.

#### Government and Administration

The public sector is a primary source of jobs for the city. Oakland's accessibility and central location in the region are key to its popularity with public agencies. Oakland emerged as the center of several governmental agencies due partially to its position as a county seat. Thirty percent of all public sector jobs in Alameda County are concentrated in Oakland, providing over 35,000 jobs. The largest public sector employers are federal, state and county governments. Other employers include utilities such as PG&E and EBMUD; transit agencies such as BART and AC Transit; and government agencies such as ABAG.

The number of public sector jobs has grown at , the rate of 1.1% annually since 1981. This trend is likely to increase dramatically when the \$141.7 million, 1-million-square-foot Oakland Federal Building opens in 1993. Projections predict over 4,000 new federal workers in downtown Oakland, with a positive impact on employment in other sectors of the economy.

Transportation

Oakland's transportation systems and accessibility to other cities are excellent. Within the Bay Area, increasing traffic congestion has given Oakland a competitive edge as a convenient location.

Transportation is the primary regional concern in Bay Area public opinion polls. Without improvements to the transportation systems, by 2010 Bay Area travelers will experience 3.3 million vehicle-hours of delay on 619 miles of congested freeways, with a daily average speed of 18.3 mph.

Between 1981-1986, the transportation-communications, and utilities sector lost over 4,000 jobs. The losses were heaviest in local and inter-urban transit, trucking and warehousing, and transportation equipment. However, the number of establishments engaged in local and inter-urban transit and transportation equipment industries increased during the same period. The trends suggest that while more firms were engaged in business, they were smaller in scale than years past:

The down-sizing of the transportation-related . sector generated some strategic and long-range planning by the transit agencies and by the Metropolitan Transportation Commission (MTC). The proposed Regional Transportation Plan drafted by MTC has a comprehensive view of the transportation system, and long-range strategies for the continuing mobility needs of the region. Specific transit improvements to the eastern Bay Area region include construction of BART extensions, major highway improvements (including. several highway facilities which are already in progress), and additional projects scheduled for completion in the early 1990's. AC Transit developed a comprehensive service plan to improve performance and provide expanded services in the East Bay. The first three phases were implemented, resulting in increased ridership.

#### **EDUCATION**

Oakland has a wide variety of educational institutions. The Oakland Unified School District



(OUSD) consists of 59 elementary schools, 15 middle and junior high schools, and 6 comprehensive high schools. Additionally, there are numerous private and parochial schools serving Oakland resident Adult education programs and trade schools offer a range of opportunities for vocational training and personal development. The city is also home to a diverse array of colleges. and universities, including Holy Names College, Mills College, and the California College of Arts and Crafts. The University of California at Berkeley and California State University at Hayward are nearby. The combined enrollment of the two Peralta Community Colleges located in Oakland (Laney and Merritt) was 36,524 students for the 1991-92 academic year. Many of these students are developing the technical skills needed in today's job market.

Public schools in Oakland must provide education for over 52,000 ethnically and socially diverse students. Private and parochial schools account for an additional 20,000 students. More than 90% of the public school students are children of color: 57.3% African-American, 16.2% Asian and Pacific Islander, 15% Latino, and 2.6% members of other ethnic groups. Nearly one quarter of the students are not fluent in English, and almost half come from families receiving Aid to Families with Dependent Children. Educational institutions in Oakland are faced with social and economic problems common to urban American students, such as an increased dropout rate, unemployment, poverty and crime. Subsidized pre-school programs such as Head Start are expanding to meet the need. Oakland's exemplary Head Start model program was recently awarded a federal grant of \$4.5 million to extend services.

At the high school level, the California Açademic Partnership Program, known aş "Academies," addresses the fact that dropouts currently outnumber four-year college-bound seniors threefold. The Academies at six Oakland high schools (focusing on computer technology, business and finance, media, visual arts, pre-engineering, law and government, and performing arts) target atrisk students. They offer enhanced study, handson projects, and internships in the field, enabling students to move into employment and/or postsecondary education. The Health Academy at Oakland Technical High School is considered one of the most successful in the state.

Oakland's community is working to improve the quality of education. The Commission for Positive Change, headed by OUSD, the Urban Strategies Council, and the University-Oakland Metropolitan Forum, brought together citizens, teachers and administrators to assess OUSD's problems. Participants developed strategies to provide equitable "Good Education in Oakland," and to monitor the school district. The district developed a five-year plan, and successfully balanced the budget and avoided teacher layoffs. Mayor Elihu Harris recently convened an Education Coordinating Council to support academic excellence and lifelong learning for Oakland residents, linking educational and economic opportunities. Among other non-profit organizations in the city, the Marcus Foster Educational Institute continues to promote and support OUSD with scholarship awards, grants for educational programs, and student and educator incentives.

#### PUBLIC HEALTH AND SAFETY

Every census tract in East Oakland and many north and west Oakland neighborhoods were designated "medically-underserved areas" by the U.S. Department of Health and Human Services. This designation is based on the prevalence of poverty, the shortage of primary care physicians, and high infant mortality rates.

Alameda County has the highest rate of low-birthweight babies among 38 California counties. The incidence has increased since 1980. Infant mortality rates are high, especially among black babies born into poverty. In addition, Oakland has a high rate of teenage pregnancies.

Homelessness appears to be increasing in the county. Since 1985, the number of requests for shelter in Alameda County has increased faster than the increase in available beds.

### HOUSING

Over half of Oakland's housing stock is renteroccupied, 40% is owner-occupied, and 6% is vacant as of 1990. Vacancies include units for sale, rent, awaiting occupancy and boarded up. Between 1980 and 1990, the number of rental units increased, while the number of owneroccupied units decreased. During that decade, only 14% of Oakland's low income households were able to afford rental housing without public subsidy. The remainder either paid more than a third of their income in rent or lived in assisted housing units.

The gap between income and housing costs in Oakland is widening. Opportunities for renters to become first-time home buyers are generally restricted to households at the middle and upper income ranges. While many of Oakland's older neighborhoods are architecturally distinctive, some are in need of maintenance and repair. ABAG projections show Bay Area housing production lagging behind population growth, with potential constraints to economic health. The 1989 Loma Prieta earthquake and 1991 Oakland hills fire destroyed thousands of housing units, many of which have not yet been replaced. The earthquake destroyed over 1,000 affordable housing units and the fire destroyed about 3,500 units from the upper end of the housing market.

According to census data, Oakland's housing stock increased 3% between 1980 and 1990. However, there was an actual decline in the total number of single-family detached units during the same period. During the 1980's, Oakland, following figures estimated by ABAG for each city's low income housing needs, achieved nearly three quarters of its "Fair Share" goals for



building of new housing. Although we produced proportionately more affordable housing than most of the region's cities, we still fell short of meeting the housing needs of our low income residents.

# CITY GOVERNMENT AND FINANCE

Oakland's form of city government has changed over the years to meet the needs of the City. In 1931, voters established the council-manager form of government we currently use.

Oakland is a "charter city," and under the State Constitution, the City Charter is its basic law. Charter cities have more local control than "general law" cities, since the charters are voted on by the people and contain basic policies and procedures for government.

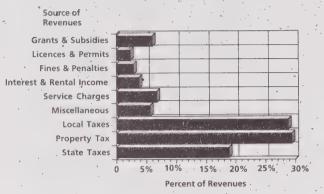
The current City Charter, adopted in 1968, consolidated the administrative responsibilities of the City Manager and reduced most of Oakland's commissions to advisory status. In 1980, Charter amendments provided for election of seven Councilmembers by district and one at-large. The voters also decided to elect the seven members of the Board of Education by district. Although this board is separate from city government, its election procedures are specified in the Charter and its directors are elected along with city officials.

In 1988, the voters agreed to a charter amendment which made the Mayor's job a full-time position. The Mayor submits a budget and, working with the City Council, sets all city policy.

The City of Oakland general fund revenues which pay for day-to-day operations include property taxes (about 30% of total revenues), state taxes (about 17%), local taxes (about 28%) and other sources (about 25%). See Figure F.

The City's taxes have been less predictable since the passage of Proposition 13. Like most cities in California, Oakland's tax revenues have not

## General Purpose Fund Revenues, 1990-91



increased at the same rate as the cost of city services. Also, from 1985 to 1990, Oakland's taxable sales grew 4.4%, less than the rate of inflation. This real decline was attributed to the national recession and several retail store closures after the 1989 earthquake. Other revenue sources that declined in real terms include motor vehicle license fees, cigarette tax revenues, utility tax revenues, real estate transfer tax revenues (since 1989), and transient occupancy tax revenues (since 1989). Responding to this trend, Oakland reduced expenditures, instituted additional sources of revenue, and improved collection efforts.

#### PHYSICAL ENVIRONMENT

#### LOCATION

Oakland is the seat of Alameda County and occupies the central portion of the East Bay metropolitan area. Its strategic location makes it the hub of transportation and communication nodes in the Bay Area. Oakland shares borders with Berkeley and Emeryville to the North, Alameda across the estuary and San Leandro to the south.

The city rises from the Bay in the west to the Oakland hills in the east, reaching a maximum elevation of 1,900 feet. The coastal live oak, for which the city is named, Monterey pine and eucalyptus are abundant. Semi-tropical trees such as

camphor, acacia, pepper, dracaena and palms decorate city parks and sidewalks. Figs and citrus are common in many backyards.

#### **WEATHER**

Oakland's climate is warmer than San Francisco's in the summer. However, the summer heat is tempered by cooling winds and Bay fog, a natural air conditioner. The mean maximum temperature is 66° F, and the mean minimum is 48° F. Average annual rainfall was 17.93 inches, not counting the past six years of drought. Relative humidity ranges from 66 to 77%.

#### **GEOLOGY**

The Bay Area is a wide valley lying between parallel ridges. The valley extends north toward Santa Rosa and south through the Santa Clara Valley. California's geologic history suggests that it is the most seismically active state in the United States. Historical evidence demonstrates that the Bay Area, particularly a section from San Francisco to San Juan Bautista, is one of the few areas in California with a current high incidence of earthquakes. The Bay Area counties have experienced 14 damaging earthquakes in the past century. The most recent of these quakes occurred on the Loma Prieta fault on October 17, 1989. Major active faults in the Bay Area include the San Andreas Fault on the west side of the Bay, and the Hayward and Calavaras Faults on the east. The faults and their branches are closely related and comprise an important part of the highly active San Andreas Fault system.

#### ENVIRONMENTAL CONCERNS

The most important regional environmental trend is the Bay Area's continuing rapid population growth, particularly in the East Bay. While this growth currently is directed into the outlying suburban areas of Contra Costa County and southern Alameda County, Oakland is in a position to take advantage of prevailing "no growth" and "green belt preservation" movements, which focus on directing growth back to the urban core.

Continued heavy population growth is expected to result in approximately 120,000 new Alameda County households by 2005. However, the environmental community is opposed to further expansion in outlying areas, due to water and air quality, sewage treatment capacity, road congestion, and open space concerns. The Greenbelt Alliance has called for adopting an urban infill approach to further growth, and establishing a permanent urban limit line that provides permanent protection for current open space areas.

For this strategy to succeed, public infrastructure funds must be invested in systems that accommodate greater residential and commercial density in urban areas. Oakland must join forces with the environmental community in regional forums to ensure its share of infrastructure development funds. This includes directing the majority of public transit spending towards intra-urban networks such as a light rail system for Oakland.

# CULTURE, ARTS, AND RECREATION

Oakland's recreational opportunities reflect its ethnic and cultural diversity. Visitors and residents can dine at over 200 restaurants, attend performances of theater, dance, and musical groups, and browse through excellent museums and galleries. Top attractions include The Oakland Museum, Jack London's Waterfront, the art deco Paramount Theatre, neighborhood walking tours, and the refurbished Victorian architecture of Old Oakland and Preservation Park. Oakland is also known for ethnic and cultural celebrations such as the Festival at the Lake, a multi-cultural "urban fair" which attracts thousands of people every June.

Oakland is a top sports/entertainment center with the Oakland/Alameda County Coliseum Complex home to American League Baseball's Oakland Athletics and the National Basketball Association's Golden State Warriors.

There are 64 parks in the city, numerous playgrounds and recreational facilities which balance



the city's metropolitan flavor. Within Oakland's borders is Lake Merritt, the largest saltwater lake within a U.S. city. The shoreline parks are a favorite retreat for joggers, city office workers, and picnickers.

Oakland must invest in and publicize its special features, such as Lake Merritt, The Oakland Museum, the architecture of its neighborhoods, and cultural activities to serve as magnets for new growth in the East Bay.

### **QUALITY OF LIFE**

Statistical studies indicate the growing importance of Quality of Life (QOL) to economic development. According to a 1991 Stanford Research Institute Report, most high-growth industries do not depend on natural resources for their competitive advantage. Today, quality human resources are critical for competitive success in the information, biomedical, space and defense and business and financial services industries. Telecommunications, air transportation, and the reduced size and weight of shipments now allow these industries to locate in a variety of regions. These industries consider QOL factors when making location decisions.

Eight primary indices help regions assess their comparative position among U.S. regions: jobs, crime, the arts, recreation, climate, health care, transportation, education and housing. The

"Places-Rated Almanac" regularly compiles these measures, which influence corporate decision makers and their advisors. These qualities relate directly to people, rather than businesses. For example, the ability of individuals to commute is measured, rather than the proximity of highway interchanges that can affect business functions. Recent studies of business site selection revealed two major findings. QOL factors influence all phases of the selection process, and are "tie breakers" when potential sites have similar cost profiles.

The key factors are the following:

- Proximity to airports.
- Physical environment.
- Transportation.
- Nearby colleges and universities.
- K-12 education.
- Health care.
- Housing affordability.
- Recreational and cultural amenities.
- Two-career-family economic opportunities.
- Cost of living.
- Climate.

According to the same report, future QOL factors are:

- Education.
- Two-career-family economic opportunities.
- Cost of living and housing affordability.
- Transportation.
- Physical environment.

According to a 1989 survey of the Oakland Chamber of Commerce, the cost of living, housing affordability, local mass transit, and freeway transportation were highly rated. Most local public services were rated satisfactory or better. However, the most negative business factors were the lack of qualified workers, lack of development sites, and quality of the public schools.

Keyser Marston Associates listed key factors employers used to make location decisions for large facilities. These include demographics, labor force size, transportation, and occupancy costs. Oakland had mixed ratings for occupancy costs, lower ratings concerning labor force and demographics, but high ratings for transportation. The mixed rankings underscore the need for strategic planning and development. The reports and surveys help define our QOL strengths:

- We have good mass transit, proximity to airports, and freeway access.
- Our climate and physical setting are pleasant and attractive.
- Housing is relatively affordable, and other cost of living factors are favorable.
- Recreational and cultural amenities are plentiful, varied, and affordable.

- Our health care facilities are medically and technically state-of-the-art.
- Colleges and universities are located in the city and surrounding region.
- Local public services, excepting the school system, are above average.

The same reports reveal weaknesses, which can be incentives for change:

- Our labor force lacks basic educational skills and qualifications for major industry sectors.
- The public school system is considered unsatisfactory.
- We have a high crime rate and a growing number of families in persistent poverty.
- Our regulatory procedures and local government relationships result in a perceived lack of development sites, a slow permit process, and an indifferent city staff.

The Strategic Plan task forces address these opportunities for growth and recommend policies and strategies for improving them. The Plan also examines better ways to utilize our strengths to improve our image as a community with a high quality of life.

## highlights of Oakland's past

Luis Maria Peralta granted 44,800 acres as his pension for military service. His Rancho Encinal de San Antonio included most of what is now Alameda County.

#### 1850

H.W.Carpentier, A.J. Moon, Edson Adams and a few other settlers formed the village of Contra Costa.

#### 1852

The town of Contra Costa, a hamlet of 75 people, was incorporated by the State Legislature as the town of Oakland. Immediately thereafter, construction of shipping wharfs began. Building the large wharfs and dredging a shipping channel positioned Oakland as an independent point of destination.

#### 1857

Mrs. Elizabeth Flood, wife of pioneer Isaac Flood, opened a school for black children in the Brooklyn township. This school operated until 1872, when the Oakland Board of Education ended overt public school segregation.

## 1,200 B.C.

Ohlone Indians arrived and lived in small tribal groups in the hills.



Spanish explorers first entered what is now Oakland.

#### 1849

California Gold Rush -Oakland became the mainland staging point for passengers and cargo traveling between the Bay and the Sierra foothills.

Don Luis Peralta divided the rancho among his four sons. Most of Oakland lies within the shares given to Antonio Maria and Vicente. Full scale logging operations established in the East Bay Hills by new settlers.

#### 1848

First recorded Chinese immigrants arrived in California. By 1860, of Oakland's total 1,549 population, 96 were Chinese.

Dr. Samuel Merritt donated 155 acres of dammed tidal water from the headwaters of Indian Slough - the City named-it "Merritt's Lake."

#### 1869

First Oakland horsecar ran from the Estuary to 40th and Telegraph. The Pacific railroad line was completed and the first west-bound transcontinental trainentered Oakland on the Central Pacific railroad. To a large extent it was railroad labor recruitment, from the . California goldfields, to-Canton, China, that accounted for the existence of such a large Bay Area Chinese community.

#### 1874

First edition of the Oakland Daily Evening Tribune was printed. The Federal government dredged the channel to serve Oakland as a deep water port. East Bay black leaders organized a chapter of the national Equal Rights League. Their only victory in opening the civil service to blacks was the appointment of John Wilds as City Hall janitor in 1889. Wilds was also the owner and publisher of the Oakland Sunshine newspaper.

#### 1875

Transcontinental Railroad
Terminus built at Seventh
Street (called Railroad Ave.
west of Market Street).
Seventh Street became the
hub of a thriving commercial district. Railway workers, many of whom were
black, were required to live
west of Adeline Street to be
on call for duty, and they
became the center of a significant black presence in
West Oakland.

### 1906

A tent city was established at Lake Merritt for refugees from the San Francisco earthquake. The Mayor requested that the 4,000 Chinese leave the tent city and take shelter in the overcrowded Chinatown.

#### 1925

Lake Merritt's "necklace of lights" lighted for the first time during the Dons of Peralta water festival. There were 126 electroliers, each given by an organization or an individual.

### 1927 -

With the organization of the Board of Port Commissioners, the municipal harbor entered a new era of development as the "Port of Oakland." A new 700-acre airport is developed, and the first successful flight from the mainland to Hawaii leaves from Oakland.

#### 1929

Railroad workers represented a third of all black wage earners. The Oakland local of the Brotherhood of Sleeping Car Porters, under the leadership of C.L. Dellums, became a powerful force in the community.

#### 1891

The first electric streetcar left the foot of Broadway for Berkeley, going out Shattuck and returning by Grove. Residents thronged the sidewalks as if there were a parade.

#### 1910

Oakland regained control of the long-lost waterfront by final settlement of litigation which had lasted over half a century and cost several millions of dollars. For the first time the census showed Oakland's 3,055 blacks as the city's largest minority, a distinction previously held by the Chinese.

#### 1911

Oakland reincorporated under new freeholders' charter adopted in 1910, which changed the government of Oakland from a council to a commission system.

#### 1930

City adopted charter amendments dividing Oakland into districts and providing a council-manager form of government.

### 1936

The San Francisco-Oakland bay bridge opened to traffic.

#### 1937

The Broadway low-level tunnel connected Oakland with Contra Costa county.

#### 1941

The Port of Oakland voluntarily turned over to the armed forces such facilities as would be needed for the war program. In the ensuing years the port area was to become the site for such vital and extensive developments as the Oakland Army, Base and the Naval Supply Center. Filling tidelands for these bases was spectacular, for a hill literally moved to the sea when thousands of yards of soil were hauled in heavy diesel trucks at the rate of one per minute around the clock.

#### 1940-1945

As a result of blacks migrating to the West Coast for the War effort, Oakland's black population jumped from 8,462 in 1940 to 37,327 in 1945.

#### 1946

A five-day General Strike in Oakland was called to demand union recognition and fair employment practices, and to protest the post-war layoffs of women and people of color.

#### 1972

BART began operation, with its control center above the Lake Merritt station.

#### 1973

Oakland's first black school superintendent, Marcus Foster, was assassinated by the Symbionese Liberation Army. The Paramount Theater reopened as the new home for the Oakland Symphony Orchestra, after a \$1 million rehabilitation of its art decointerior.

#### 1977

Lionel Wilson was elected as Oakland's first black mayor.

#### 1991

A wildfire raged out of control in the Berkeley-Oakland hills, destroying over 3,000 housing units and killing 25 people.

#### 1964

Construction of BART began. The Port began to construct the largest single container terminal complex on the West Coast, the Seventh Street Marine Terminal.

#### 1966

Bobby Seale and Huey Newton organized the Black Panther Party for Self-Defense at Oakland City College.

### 1989

The Loma Prieta Earthquake hit the Bay Area, collapsing the Cypress section of the Nimitz freeway in West Oakland and destroying over 1,000 housing units in Oakland.

#### 100

Oakland completes a Long Range Strategic Plan and begins implementation.

### acronyms

ABAG Association of Bay Area Governments

AC Transit Alameda Contra Costa Transit District

ACORN Ad-Hoc Council on Replanting Needs

AIDS Acquired Immune Deficiency Syndrome

BART · Bay Area Rapid Transit

**BCTF** Building Coalitions Task Force

CAC Cultural Affairs Commission

California Department of Transportation.

CASH, Inc. Community Alliance for Syndicated Housing, Incorporated

CDBG Community Development Block Grant

Chamber of Commerce Oakland Chamber of Commerce

City Council Oakland City Council

CRA Community Reinvestment Act

**DARE** Drug Abuse Resistance Education

**DRMTF** Data Resource Management Task Force

**EBBC** East Bay Bicycle Coalition

EBMUD East Bay Municipal Utilities District

ELLCC Education and Lifelong Learning Coordination Council

FDIC Federal Deposit Insurance Corporation

FY Fiscal Year

Home Ownership Opportunities for People Everywhere HOPE **HRO** Human Relations Organization **Metropolitan Forum** University-Oakland Metropolitan Forum MTC Metropolitan Transportation Commission Neighborhood Commercial Revitalization **NCR** O-SV Oakland-Sharing the Vision Oakland Unified School District **OUSD, Oakland Public Schools OCCUR** Oakland Citizens Committee for Urban Renewal OCD Office of Community Development OEDE Office of Economic Development and Employment **OHA** Oakland Housing Authority OPD. Oakland Police Department Office of Public Works **OPW ORA** Oakland Redevelopment Agency Open Space, Conservation and Recreation Element **OSCAR** PG&E Pacific Gas and Electric Company PI/MO City of Oakland Public Information/Marketing Office **Port** Port of Oakland QOL Quality of Life R&D Research and Development RFP Request for Proposals **RFQ** Request for Qualifications RIDES for the Bay Area Commuter, Inc., a non-profit corporation **RIDES** SRI Stanford Research Institute Single room occupancy (usually hotels) **SRO URM** Unreinforced masonry WIC Women Infants and Children Program, West Oakland is Removing Debris **WORD Patrol** (pilot program expanded to other areas of Oakland)

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	그는 마음이 살아가는 하는 것이 나가 보고 있다는 것은 것이다. 그 것이라고 있다.
	등 없이 사용 교통 마시 교회 중이 있는 이 이 사람이 하는 것이 있는 이 없는 이 없는 것이다.
	회사는 경기를 하는 것이 되었다면 하는 것은 사람이 있다. 그렇게 되었다면 하는 것이 없었다.
	그들이 되고 그렇게 다 이 그를 하지만 때문을 가장 하는 그리었다면 한 번째 하다
	[18] [18] [18] [18] [18] [18] [18] [18]
	. 이 경우 전통 등 사람은 보고 있는 것이 없는 것이 없는 것이 없는 것이 없는 것이 없다.
	마스 보고 생생님이 나는 사람들이 가는 어느 사람들이 되었습니다. 이 이 얼마나 되었다.
	그러워 아이들은 사람이 되었다면 하는데 사람이 사람들이 되었다면 하는데 되었다면 되었다.
	그렇게 그렇게 하는 아이들은 이렇게 되는 아니라 뭐 되는 것이 없는 것이 없었다. 그렇게 하는 것이 없다.
	[
	그렇게 하면 되어 들고 없이 된 사람들이 가게 되었다. 얼마 어떤 이렇게 했다고 있다.
	보기 경우 아이들은 그 사이를 받는 것이 보세요. 그런 사람들이 나를 가지 않는데 없다.
	집 그렇게 되고 있었다. 얼마 집에 집에 되었는데 그렇게 되었다면 하는데 되었다면 다른데 되었다면 다른데 되었다면 다른데 되었다면 되었다면 되었다면 되었다면 되었다면 되었다면 되었다면 되었다면
	생생님 그렇지만 되었다. 그는 그들은 하는 이번 그는 그 이 가장 없는 그는 사람들이 보고 있다.
	그는 일본 아내리를 하는 것 같아. 나는 사람들이 얼마를 하는 것 같아.
	물리가 얼마나 그렇게 되었다. 그 경우에 보는데 그렇게 하는데 그렇게 되었다. 그렇게 되었다니다.
	하네요. 이 경기를 가장하게 하나 되는 것이 되는 것이 되었다.
	그런 기타 이 교육은 이 소비를 되는 것을 하는 것을 하는데 하는데 아니다.
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	요마다 보기가 하다 나를 하는데 보이 되었다. 그 사람들은 사람이 모든 것이 없는데 없었다.
	그렇게 그렇게 되고 있는 사람이 하는 것이 하나 말이 되는 것이 되었다. 그런 어떤 어떤 것은
	[일본] 강경화 (2012년 - 발생기 전기 (2012년 - 120년 -
	회가 가장 있는 그의 경험이 되었다. 그는 내가 이렇게 하면 중 말라면 되고 가게 있다.
	마른하다 하다 하다 하다 나는 나라면 그는 때 이 가는 그들은 그리고 하셨다. 그렇게 그렇게 그렇게 되었다.
	에게 하는 사람들이 살아 가는 사람들이 되었다. 그는 사람들은 사람들은 사람들이 살아갔다.
	마음 병원 이번 다른 사람이 하는 일을 받는데 하는 사람이 되는 것이 없다.
	[문화기가 물이 병원 회사 등에 하는 10] 등에 모르는 이 남은 이 중에 되었다. 이 이번 경기에 다른
	나는 그렇게 이 가게 되었다면 하는데 가게 되었다면 하는데 없는데 없는데 하는 것은
	그 그 사람들은 사람이 내려가 살았다면 그렇게 되고 있는 것이 없는 것이 없다면 하다 되었다.
	마음 등장 그리고 하다는 이번 사람들은 하라고 있었다. 그 그 그는 사람들은 사람들은 생각이
	경기가 되었다면서 회사를 하는데 그리는 사람이 되었다면 하는데 되었다.
	나는 사람들은 사람들이 되었다. 그는 사람들은 사람들이 되었다면 살아 있다면 살아 있다.
	얼마님 이 얼마나 살아가 살아보다 나는 사람이 아름다면 나는 사람들이 되었다.
	[12] 이 사용 마음에는 모든 함께 5명. (2011년 12일 2일 2일 12일 12일 12일 12일 12일 12일 12일 1
	하다 않는데 그를 하면 하게 하는데 무슨데 보는 이 사람들이 살아 되어 있었다. 그를 모든 그를 받는
	그리지 않는 그 이번 이번 하고 있는 사람이 되었다. 그는 사람들은 이 사람들이 되었다.
	되었다. 그리아 그는 사람이 아이를 하는 것이 하는 그리아 살아 다른 사람들이 없다.
	사람들은 사람들이 가장 나는 사람들이 되었다면 하는데 가장 하는데 하는데 되었다.
	요하 사람들이 시작되었다면 하는 사람들이 얼마나 하는 사람들이 되었다면 하다.
	[1] - [마음: 1]
	그런 경우 경우 경기를 가는 것이 되었다. 그 얼마를 보고 있는 것이 없는 것이 없는 것이 없다.
	그렇게 보면 있습니다. 이번 이번 사람이 되었다면 하는데 살아 되었다면 하다.
	5일 보이는 사람이 18일 전 전 1일 이 마다. 12일 다른 1일 이 중인 (1) 12 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
	. 이 일 때 가는 것으로 보다 보다 살았다면 보고 있습니다. 그는 그는 것은 것 같아 없다면 없었다.
	물레 살이 이 그리고 있었다. 그렇게 되었다. 그 사람들은 사람들은 사람들은 사람들이 살았다.
	그 사람들은 아이들이 많아 나를 하는데 그렇게 살아 살아 먹는데 하나 하나 하다.
	그는 그들이 나는 가는 사람들이 얼마나 나를 가게 되었다.
	사람들 경기 경기 이 교육에게 경기되었다. 그 마음이라 휴대를 하지만 그 이번 중에 모든 하는데 하는데
	나는 일이 얼굴이 다른 경에 교통하다면서 보고 없는 사람이 되었다. 그 생각이 이 이 집에서, 그렇게
	사람이 되는 사람이 되었다. 그 사람이 아니는 사람들은 사람들이 가지 않는데 그렇게 되었다.
	사용 내용 가는 있습니다. 아니라 아이들이 되는 것이 되는 것이 얼마를 하고 있는데 이렇게 되었다.

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